

MAHA AL-DALAHMEH

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Head of the Doctoral School: Prof. Dr. Péter Balogh university professor, DSc

**THE EFFECT OF TALENT MANAGEMENT
PRACTICES ON EMPLOYEES' LOYALTY IN ICT
SECTOR IN JORDAN**

Prepared by:

MAHA AL-DALAHMEH

Supervisor:

Dr. Krisztina Dajnoki

University professor

DEBRECEN

2023

**THE EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEES’
LOYALTY IN ICT SECTOR IN JORDAN**

This dissertation aims to obtain a doctoral (PhD) degree in the scientific field of
„Management and Business“

Written by: Maha Al-Dalahmeh certified MBA-Business Administration

Supervisor: Dr. Krisztina Dajnoki

Doctoral final exam committee:

	name	academic degree
Chair:		
Members:		
		
		

Date of the doctoral final exam: 2023.

Reviewers of the Dissertation:

name, academic degree	signature
.....	
.....	

Review committee:

	name, academic degree	signature
Chair:		
Secretary:		
Members:		
		
		
		
		

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DECLARATION

I undersigned (name: **Maha Lutfi Al-dalahmeh** date of birth: 27/9/1987 declare under penalty of perjury and certify with my signature that the dissertation I submitted to obtain a doctoral (Ph.D.) degree is entirely my work.

Furthermore, I declare the following:

- I examined the Code of the Károly Ihrig Doctoral School of Management and Business Administration and I acknowledge the points laid down in the code as mandatory.
- I handled the technical literature sources used in my dissertation fairly and I conformed to the provisions and stipulations related to the dissertation.
- I indicated the source of other authors' unpublished thoughts and data in the references section completely and correctly in consideration of the prevailing copyright protection rules.
- No dissertation which is fully or partly identical to the present dissertation was submitted to any other university or doctoral school to obtain a Ph.D. degree.

Debrecen, 2/3/2023

MAHA DALAHMEH

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signature



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INTRODUCTION

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:

1. How could talent management strategies affect employee satisfaction and loyalty?
2. 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:

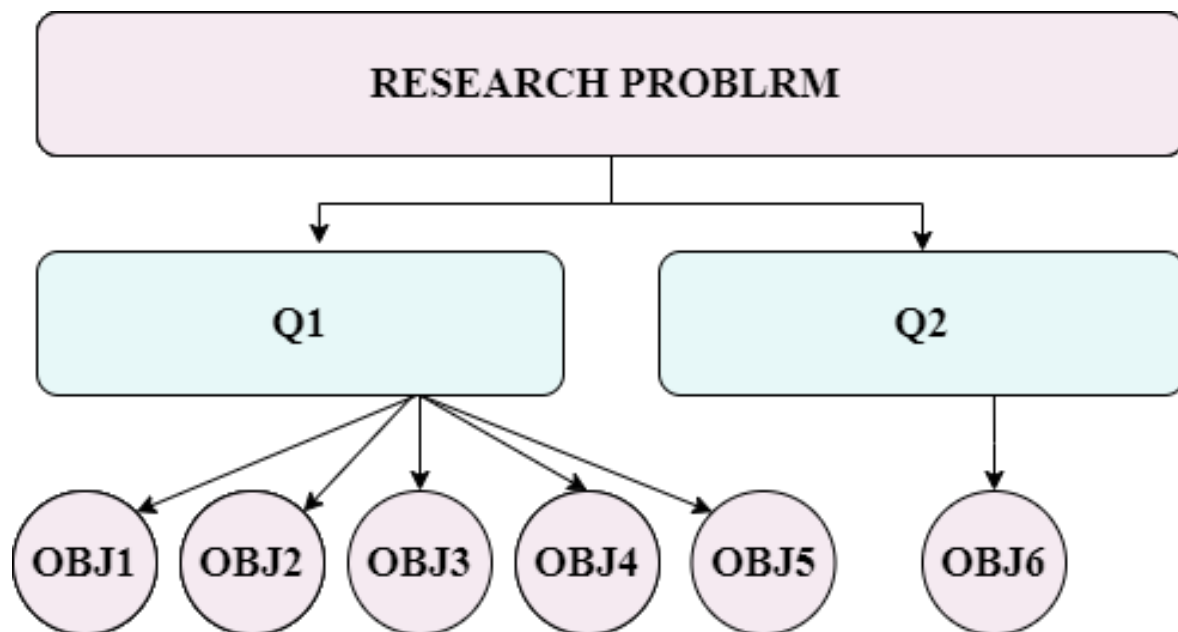


Figure 1: The research questions and objectives

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. LITERATURE REVIEW

This chapter aims to explain what is already known about the research topic in a methodical way, highlight the essential ideas and theories that help better understand the topic, and distinguish the gap between the recent research and what has already been done in this area. The majority of this chapter will be divided into four pieces; the first portion will cover pertinent material about the evolution of human resources management and the steps taken to arrive at the talent management idea. The definition of talent will be covered in the second part. The third section will then look at the literature on the significance, model, and practices of talent management. Finally, the fourth section will go over the theories that were used to interpret hypotheses relationships between the variables of this research and hypothesis development.

2.1. Development of Human Resources Management

2.1.1. Development Stages

The value of human resource management (HRM) practices has increased over time, moving from organizing functions to being an integrated central component of organizations' strategic objectives (Desarno et al., 2021). The organization's human resources are being studied extensively as a direct source of control over competitiveness (Cristiani and Peiró, 2018); consequently, they are greatly contributing to the company's worth in the workplace (Obedgiu, 2017).

To govern success and profitability in the current tough business climate, it is essential to have a thorough grasp of how HR functions (Maheshwari et al., 2017). However, departments have historically prioritized operations above managing company performance through workers and employees and have disregarded how HR may have a beneficial influence on business outcomes (Garcia-Perez et al., 2019).

Moreover, the increasing complexity of the internal and external business environment requires a reshaping of organizational structure, which has led to a shift away from a style of personnel management focused on administration relations and tasks (Bailey, 2015). Armstrong and Taylor (2016) indicated that human resource management is a complete method for employee growth and improvement; hence, human resource management job duties are constantly expanding. So, human resources practices must be efficient at work because they are affecting the maturity of the organization and improving its competitive basis (Mukkelli, 2015).

Despite HRM's roles, in general, including workforce planning, recruitment, selection, job design, and development (Garcia-Perez et al., 2019), HRM's functions can potentially establish a framework by providing strategic and operational support, which is challenging for some organizations (Cristiani and Peiró, 2018; Héder et al., 2018; David et al., 2020). Furthermore, human resource practice helps employees develop specific competencies, which produce and generate organizational culture and knowledge that improve competitive advantage (Maheshwari and Vohra, 2015; Krajcsák and Kozák, 2022).

Donald (2014) indicated that talent management and talent managers should have a clear understanding of what to do for employees to more effectively attract, engage, and develop talent, which means HRM and talent management staff share many responsibilities and tasks. Figure 2 illustrates how human relations management improved until it reached the talent management concept to achieve organizational goals and sustain competitive advantage.

HR practices are responsible for focusing on how the organization's culture provides support to talent, which facilitates talent management (Mukkelli, 2015); as a result, human resources are also in charge of explaining the idea of talent management to all workers and ensuring that they fully comprehend its significance (Shulga and Busser, 2019). In small businesses, the role of human resource practices refers to legal duties, record and file management, communications with employees, and efficiency (Delery and Roumpi, 2017). As small businesses grow, supporting human resource management practices will often develop; these practices also need to be flexible when strategic changes are necessary (Nábrádi et al., 2021), while strategic human resource management includes improving the operational features of the organization through the employees and the way they operate (Hecklau et al., 2016). Figure 2 depicts talent management as a part of human resources management, which always needs human resources and can't do anything on its own (Herbert, 2016).

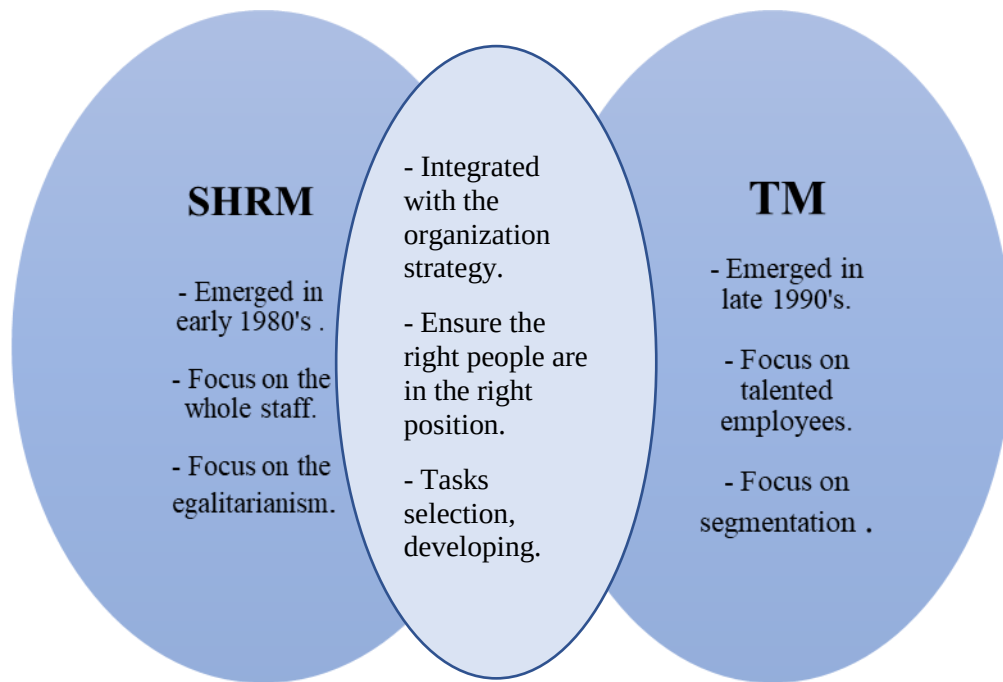


Figure 19: The intersection of SHRM and TM

Source: Own editing based on Armstrong, and Taylor (2016)

As a result, talent management cannot work efficiently on its own and will need human resources to support it at all times; hence, talent management practices and procedures do not stand alone as a company (Sonnenberg et al., 2014), and the management selects the right employees to perform the desired duties effectively and efficiently. However, HRM emphasizes working with and developing all employees, not just those that are skilled, inside the company (Othman and Khalil, 2018).

The main aim of talent management is to enhance high-performing personnel by focusing on their personal growth (Painter-Morland et al., 2019), while human resources management helps to focus on engaging employees and improving their skills to reach the business's objectives and performance, and both work parallelly by integrating the functions and practices with the organization's strategy (Anlesinya et al., 2019).

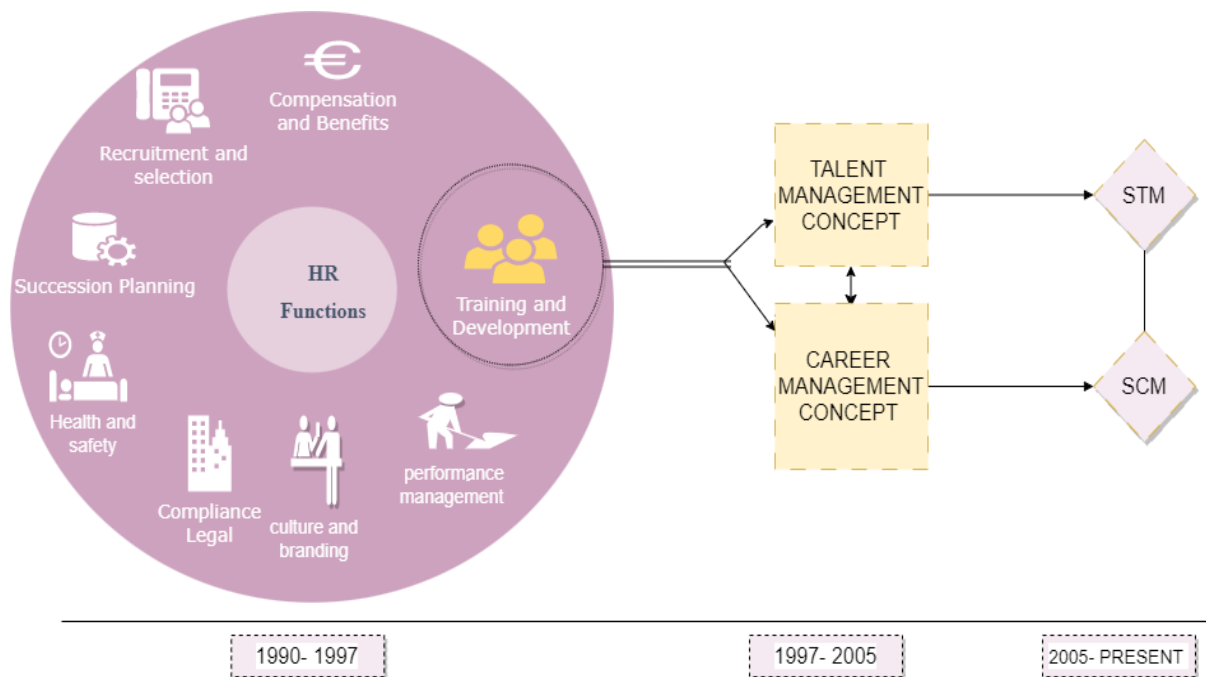


Figure 35: Development stages of TM

Own editing based on Armstrong, and Taylor (2016); Sonnenberg et al. (2014); Colakoglu et al., (2019)

Figure 3 depicts the evaluation and stages of talent management development stages. A systematic practice is required to manage the workforce and employees; a strategic practice is required to create and fulfill the organization's missions and goals (Wright et al., 2018). Integrated human resources practices could support and boost employees' performance and help the organization improve its competitive advantage (Castro et al., 2020). However, it is important to take into consideration the variables that might affect talent management. In addition, strategic HR practices are used to enable, support, and implement talent management procedures, including coordinating, choosing talent, and career development (Colakoglu et al., 2019).

Briefly, businesses should link their talented employees' careers to their professional goals; they should help individuals grow their career paths, abilities, and talents and ensure their long-term existence in the organization by offering career development opportunities. Talented individuals seek companies that provide programs for training and advancement to help them

advance in their jobs. Talented people are more likely to stick with an organization if they have a chance to do so.

2.1.2. Talent Management and Career Development

Numerous procedures are involved in the career management process, commencing with career research and planning of organizational needs, the establishment of career objectives, and the application of career strategies to attain career goals (DeVos and Dries, 2013). Thus, employees are encouraged to provide information about their features and career vision to their managers to support career development and their readiness to participate in development practices (Hlanganipai and Musara, 2016)

A person's "career" is defined as the employment position that they hold throughout their life. Professional management is defined as the act of assisting employees in better understanding and developing their career skills, talents, and interests (Scott and Revis, 2008). Within organizations, recurring movement is used to develop high-potential employees. High-potential employees aim to have more experience with new challenges in the new workplace. As a result, if individuals do not have that option soon enough, they are more likely to resign from their employment and leave the business. Because of that, organizations use a career management approach to keep a balance between the organization's needs and employees' needs as well (Gallardo-Gallardo et al., 2015). Career development makes important contributions to retention strategies. Career development has important contributions to retention strategies, and career growth has an effect on employees' retention strategies and maintaining employees. The organizations focus more on continuity depending on their human capital force, which refers to their high-value, high-ability employees who are more attached to traditional norms of career management (DeVos and Dries, 2013). In other aspects, the career development method emphasizes learning-related jobs, where individuals are supposed to look for a smart job that is founded on how and why to accomplish things. The advancement of a career aids in the formation of knowledge-based skills, which are essential to an employee's access to the resources they need to advance in their profession (Aina and Atan, 2020). Finding the best link between a worker's personal goals and ambitions and the group's changing business requirements is the goal of career management. Employees, managers, and specialists are urged to collaborate to discover both upward and lateral career advancements for the company's employees by assessing their talents, personal and professional needs, and business demands (Hlanganipai and Musara, 2016). It is believed that career planning and talent management may complement each other. One of the reasons is that abilities may be discovered outside of

organizations as well as inside of them. In a talent management system, each talent has a personal career plan, and they anticipate the business will help them determine their future. Talent management advances career planning (Aliet et al., 2019). The majority of people plan their careers during their undergraduate years, and companies that can attract top talent early in their careers may benefit greatly from integrating talent management and career management (Arar and Neren , 2018). Finding great individuals and taking into consideration their performance and potential is the first step in the career development process. A new problem arises when determining how to grow these valuable individuals so they may increase their capacity and performance once a firm has attracted and recognized its most valuable people. Even though many businesses offer great chances for growth, it is hard to stay committed to them over time (Niati et al., 2021; Kozák, 2020). Careers have grown more flexible in recent years, and individuals, rather than companies, have begun to direct them. The organization is responsible for designing and implementing an organizational process that facilitates the planning and management of a career to meet the requirements and needs of employees. This process is known as career management. As a result, employees seek not only consistency and independence but also innovation and the right to manage their careers (Aina and Atan, 2020).

In other words, talent management and career development have collided in a way that establishes a foundation for individual career success while ensuring the organization's and industry's long-term viability, and it distinguishes itself from traditional career approaches. In the absence of a talent-career development framework, employee satisfaction decreases as turnover increases (Al-Dalahmeh et al., 2022). Even though this approach may be costly to the company in the short term, it will be beneficial in the long run due to the positive impacts of well-directed staff in a competitive business environment (Kosasih, 2021).

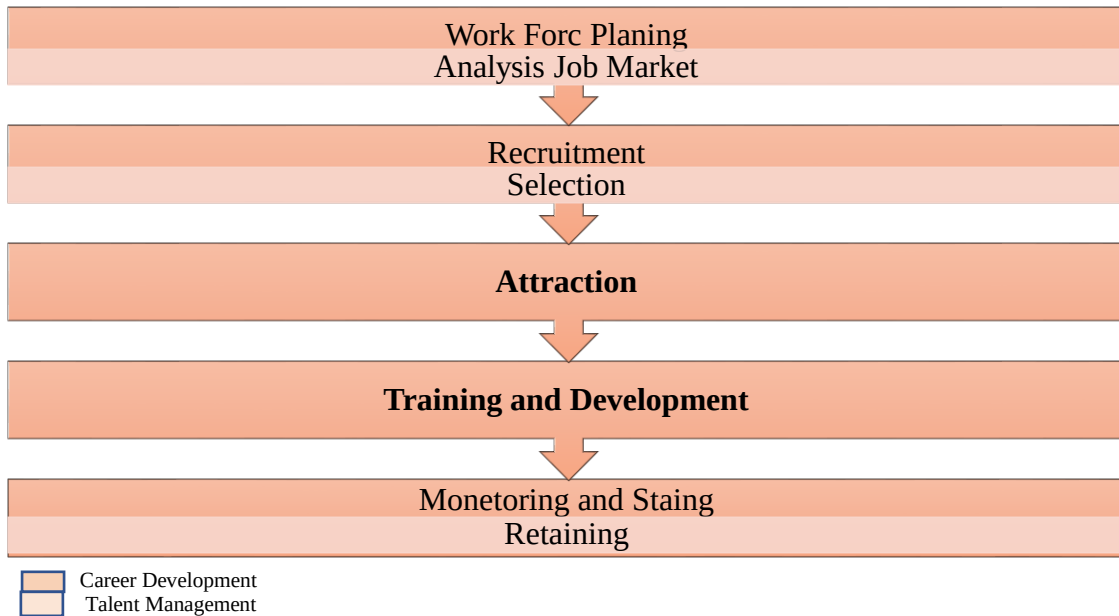


Figure 53: The process of career – talent management

Source: own editing based on De Vos and Dries (2013); Kosasih (2021)

The two systems have similarities and differences in their processes and how they implement their practices, according to studies (Kosasih, 2021; Aina and Atan, 2020; Arar and neren, 2018); however, the level and focus of the process differ significantly between these two systems. The level and focus of the process, however, differs significantly between these two systems. While career development helps current employees develop their organizational path so that their personal and organizational needs are met, talent management aims to keep talented employees and attract more.

2.2. Definition of Talent

According to Collings and Mellahi (2009), there are several theoretical definitions of talent and talent management in literature. But a clear definition is needed to understand what talent management is, what it means, and how it is done.

According to the objective method, talent refers to human qualities like talents and abilities (Gallardo-Gallardo et al., 2013). Williams (2000) uses the objective technique to distinguish between innate and learned talents. Deverson and Kennedy (2005) claimed that "talent" refers to a person who exhibits extraordinary attributes or talents from a subjective point of view. The subjective method also distinguishes between inclusive and exclusive talent; inclusive talent is used to describe those who already have the required abilities but still need more development

and training. Exclusive talent, on the other hand, only takes into account a very small number of people with exceptional potential.

The innate-ability idea emphasizes that talent is inborn and natural and relates to giftedness, including intellect, skills, and exceptional abilities, according to Meyers et al. (2013). Gagné (2000) defined "talent" as an intrinsic ability identified in the top 10% of kids or teenagers in specialized professions like music, science, art, or athletics. According to Buckingham and Vosburgh (2001), talent is unique and challenging to develop, whereas skills may be picked up quickly. In the corporate world, inborn abilities are linked to the "battle for talent" because the ability is unique and cannot be developed. In HRM study and practice, Gallardo-Gallardo (2013) defined talent as inborn abilities such as intellect. However, according to Cohn et al. (2005), talent is merely a potential that may be enhanced via practice and instruction.

Identifying whether a phrase refers to inborn talents or qualities gained through training, education, and experience is one of the most crucial components of defining talent. Pfeffer and Sutton (2006) assert that genius is the end result of years of labor and education. Hoge et al. (2005) claim that talent is a quantifiable skill needed for adequate performance. Additionally, a talent is described as a collection of experience, capabilities, and skills required for adequate performance.

The definition of talent in business, according to Meyers and Woerkom (2014), is caught between exclusive and inclusive. Additionally, Krishnan and Scullion (2017) described two distinct approaches to talent management, including an exclusive strategy that emphasizes workers with high talent and an inclusive strategy where everyone is valued equally. So, the inclusive approach has a positive outlook and stresses that each person has their own skills and abilities that can help the business and make it more valuable.

Becker et al. (2009), in contrast, emphasized how not all employees have a specific ability and that it only exists in a tiny percentage of the workforce. The exclusive approach suggests that the worth of talented individuals deserves big investments in this group, and it associates talent with functional human capital. The exclusive method, which is based on the idea of worker distinction and focuses on a limited number of employees who can make a difference in performance, is the most often used talent management strategy (Berliandaldo and Hidayat, 2017). Furthermore, Bothner et al. (2011) propose that firms should develop high-performing and promising employees by providing resources to increase their performance. The difficulties in evaluating high potential or top performers, which may have an impact on actual

performance and incentives, make the exclusive approach disadvantageous (Gallardo-Gallardo et al. 2015). The following table summarizes the main approaches to the talent definitions and wants that are the main references in each approach.

Table 1: Talent definitions

Approach	Definitions	Authers
Objective approach	Talent refers to human traits such as skills and abilities, and it employs an objective approach to differentiate between inherent and taught talents. It is also described as a person who has outstanding qualities.	Williams (2000). Deverson and Kennedy (2005). Gallardo-Gallardo et al., (2013).
Subjective approach	Used to describe people who have the necessary talents but need more growth and instruction. Exclusive talent, on the other hand, considers just a limited number of persons with remarkable potential.	Vosburgh (2001). Cohn et al. (2005). Preece et al. (2011). Meyers et al. (2013). Gallardo-Gallardo (2013).
Exclusive approach	It implies that the value of brilliant people warrants large investments in this group, and it links talent with functional human capital. The most often used talent management technique is the exclusive method, which is based on the concept of worker differentiation and focuses on a small number of workers who can make a difference in performance.	Bothner et al. (2011). Berliandaldo and Hidayat, (2017). Krishnan and Scullion (2017).
Inclusive approach	Is used to describe people who have the necessary talents but need more growth and instruction. Everyone is valued equally in this inclusive policy. As a result, the inclusive approach has a positive outlook and stresses that each employee has unique qualities and skills that may contribute to and raise the value of the organization.	Gagné (2000). Deverson and Kennedy (2005). Meyers et al. (2013).

Source: own editing (2022)

Accordingly, the researcher is defining talent as an inborn skills capabilities and qualities which could be improved and developed by continuous training, experience, and education. The talented person is a person who has the competencies or ability to do something sufficiently. In the business context, a talent would be an employee who has the ability to aid organizational development and high performance.

2.3. Talent Management

2.3.1. Talent Management Concept

The idea of talent management is controversial. It is generally accepted that Mckinsey's "talent war" study introduced the notion of talent management. Before being released as a book in 2001, it was improved upon and rearranged (Nilsson and Ellström, 2012). Contrary to common belief, it is not a novel notion. Even though the number of researchers remains limited (Urbach and Royle, 2010), it has lately become an essential aspect of commercial human resource strategy, and research into human resource management has grown (Collings and Mellahi, 2009).

However, there is dispute regarding what defines talent, and there are no clear-cut theoretical limitations for talent management (Cappelli, 2008). But the notion is still not clearly defined in the literature, as indicated by the process and decision-making possibilities. Contrarily, the concept seems to be directly related to ideas like human resource management, employability, and workforce planning (Garavan et al., 2012). After reviewing the literature, Lewis and Heckman (2006) identified three crucial viewpoints on the idea of talent management. The initial view of TM is that it is a collection of activities and processes that are related to one another in various facets of human resources administration. According to this viewpoint, it is associated with the same goal as human resources management techniques including development, coaching, and training, planning the strategies, and retention, which are all part of the process (McCauley and Wakefield, 2006). For instance, Creelman (2004) describes talent management as a procedure for luring, nurturing, and keeping talent, which is equivalent to the conventional idea of human resource management.

According to the second perspective, the firm is creating exclusive talent pools of employees. These individuals have the potential to significantly impact the firm's future and existing performance (Iles et al., 2010). Workforce planning and development strategies may help businesses find these people, and as a consequence, the methods are related to the people who work there (Rothwell, 2011).

The last viewpoint holds that TM is associated with certain job titles in organizations, such as "important" or "restricted" jobs (Lewis and Heckman, 2006). This point of view is described as a process that starts with the recognition of crucial roles for jobs that call for highly skilled and talented people (Anlesinya et al., 2019).

According to Lewis and Heckman (2006), there have been three approaches to studying talent management. According to the first, it is a branch of human resources that ensures that every employee, regardless of aptitude, is on the same team (Daubner et al., 2017). The second requirement is to create skilled pools to retain and grow talented employees (Creelman, 2004). The third focuses on individual employee performance, with assessment procedures in place to categorize and retain class A and class B individuals while dismissing grade C personnel (Iles et al., 2010). It also refers to a set of skills, aptitudes, competencies, attitudes, and behaviors that can be used to boost organizational performance (Iles et al., 2010). A new corporate idea called talent management combines personnel planning, recruitment, evolution, mobility, and measurement into a strategic development framework (Ansar and Baloch, 2018). Furthermore, talent management is frequently referred to as recruiting, workforce organizing and planning, diversity, and human capital growth (Rothwell, 2011). Another definition of talent management is that it maximizes the performance of the best people by investing in their development, maximizing their potential, and assisting them in optimizing their abilities (Garrow and Hirsh, 2008).

Based on prior attempts to define talent management, the following is a clear definition for talent management: It is an integrated process involving various operations that contribute considerably to the organization's performance, including workforce planning, obtaining talented individuals, continuing to develop and train these important personnel, and maintaining them as organizational assets (Kontoghiorghes 2016). A representative selection of talent management definitions is shown in table 2.

Table 2: Talent Management Definitions

Author(s)	Definitions
McKinsey et al. (2001)	Getting through the recruitment hype to develop a long-term recruiting plan.
Pascal (2004)	Talent management is the process of managing the need, availability, and mobility of talent via the human capital engine.

Ashton and Morton (2005)	a new route to organizational success or a more strategic and integrated approach to HR and business planning. This improves the capability and potential of people (talent) who can now and in the future have a real influence on the business.
Jerusalim and Hausdorf (2007)	Identification and development of high-potential individuals.
Cappelli (2008)	Estimating the need for human capital and creating a plan to meet it.
Collings and Mellahi (2009)	The methodical actions and procedures used to expect high- level and elite workers for important roles and create a distinctive human resource architecture.
Silzer and Dowell (2010)	To recruit, improve, implement, and maintain talent for the achievement of strategic objectives and to satisfy future business demands, an organization designs and implements a unified set of processes, programs, and cultural standards.
Armstrong and Taylor (2016)	Demonstrating that a company has the knowledgeable personnel necessary to meet its objectives.

Source: own editing (2022)

Observers are wondering if talent management is not merely a management style due to the literature's propensity to go off into a broad yet alluring word. The above overview indicates that talent management is a new approach and not simply a new management method.

2.3.2. Talent Management Importance

Among the goals of TM is to give managers and HR the tools they need to identify and utilize unique abilities where the business and the person would benefit the most. Whereas a competitive advantage is vital for any business, and because talented employees are considered a crucial asset (Louis et al., 2022; Al-Dalahmeh, 2020), the demand for talented employees develops as a consequence of their knowledge and expertise contribution to the organization's success (Schuler et al., 2011). Furthermore, organizational performance has a direct and strong influence on business results, which in turn has an impact on productivity and profitability (Hills, 2009).

Maintaining talented employees would have a variety of effects on the company, including the price of recruiting exceptional employees as well as the effort, money, and time required to

improve their skills tailored to the needs of the business (Rothwell, 2011). Furthermore, the necessity for skilled people originates from the depths of failure, whether in times of uncertainty or prosperity (Miharj and Hayati, 2021).

The notion of talent management, which is described as an efficient method for luring, locating, discovering, expanding, motivating, integrating, and utilizing high-potential workers who provide value to the company, gives birth to its significance (Iles and Chuai, 2010). According to Kontoghiorghes (2016), TM has a substantial effect on the performance of the entire organization as well as on hiring costs. It also increases productivity, profitability, and output for the company (Collings and Mellahi, 2009).

When a company utilizes TM, it opens up a ton of new chances for them to achieve a competitive edge (Schuler et al., 2011). Additionally, a company's capacity to attract, maintain, and improve talent affects how it competes in its sector; therefore, TM plays a role in whether it succeeds or fails (Luna-Arocas and Morley, 2015).

Krishnan and Scullion (2017) claim that TM methods seem even more informal than the formal strategy used by large firms, suggesting a fairer culture. According to institutional theory, organizations are social entities that aim to have their policies and practices accepted in socially constructed environments (Al-Dalahmeh and Dajnoki, 2020).

However, it is essential for the efficient implementation of TM practices and initiatives throughout the organization that top managers and line managers participate in complementary and frequent TM activities. As a result, higher-level directors are more expected than line directors to be engaged in the development, direction, and administration of the organization (Louis et al., 2022).

As stated by Alhmoud and Rjoub (2019) and Hongal and Kinange (2021), respectively, high turnover rates were mostly caused by a need for strategic TM practices such as talent retention and talent acquisition. As a result, without appropriate STM procedures, businesses may lose their competitive edge to other businesses, making such a talented resource imitable. According to Alhamwan et al. (2015), chances for advancement and growth that identify, and reward outstanding individuals are important variables in determining whether they would stay in or quit their positions. The relationship between talent retention and staff turnover at the organizational and macro levels, however, has not received much scholarly attention.

Organizations have recognized effective talent management as a major priority for supporting managerial and organizational success. Though talent management as a notion is still fairly

new, strategic HRM as a management objective has always included talent management at its core. Additionally, strategic HRM functions as an enabler and investment component for firms. HR is responsible for leading and planning strategies to attract, train, retain, and engage a workforce capable of aiding the broader organization's goal.

2.3.4. Talent Management Model

The coordination and integration of talent management with other organizational systems are essential. It must be related to company strategy and aid in enhancing business outcomes. The development of new business and talent strategies should then be influenced by the business outcomes. The business outcomes are seen as a sign of the effectiveness of talent management. The idea of integrated talent management is depicted in Figure 5, which aims to combine the business plan, the human resources strategy, the processes for managing talent, and the workplace culture. In addition, firms must connect their business and human resources strategies. To do this, staffing, selection, and succession planning are used to determine the organization's needs and talent requirements. The next step is to view skills as an asset by monitoring performance and increasing employee engagement. This is followed by talent development through career management strategies and ongoing training, which promotes the retention of talented workers within the company. This necessitates an ongoing assessment of their effectiveness and performance. As shown in figure 5, it is implicitly obvious how all practices function in an integrated manner (Silzer and Dowell, 2010; Borisova et al., 2017).



Figure 70: Integrated talent management model

Source: Silzer and Dowel (2010, p.96)

Talent management has become crucial for addressing corporate difficulties since it calls for communication and collaboration between managers at all levels (Park, 2020; Al-Dalahmeh and Dajnoki, 2020). Personnel management must be more strategic and integrated, beginning with staff development, talent gap analysis, hiring, recruitment, coaching, retention, succession planning, and feedback. To increase performance and adapt to an increasingly rapid pace of change, businesses must connect and integrate these practices with their business strategy (Borisova et al., 2017).

Because of the impending talent shortage, such as experienced staff approaching retirement, effective talent management has become even more crucial. The implementation of talent management must engage managers at all levels, including top-level management, and it must cascade down to the lowest levels of the business (Naim and Lenka, 2017). Because exceptional talent unites all other performance factors, having the most competent managers at all levels aids the organization in outperforming its rivals. A crucial part of running a firm should be talent management, since managers believe it to be a crucial portion of their work. Companies with a talent management plan, however, have it ingrained in their culture and strategy (Hughes, 2018).

The creation of a talent management plan based on the company's strategy and cooperation with it are two essential elements of effective talent management (Naim and Lenka, 2017). The business plan serves as the basis for a talent management strategy. Finding crucial talent management activities that support the firm's objectives is made easier by connecting the firm strategy to other corporate plans, such as the talent management strategy (Maxwell and MacLean, 2008).

The best personnel strategy starts with the firm's plan and looks at the organization's position in the market after that. The product that will be produced, the strategic objectives that will be achieved, and the competitive advantage that will be attained are all specified in the company strategy. Talent management should thus assist this strategy by luring and retaining the right personnel (Hughes, 2018). The human resources strategy outlines the specifics of how a business should manage its human resources to accomplish its objectives. The plan for the firm should be prepared concurrently with the strategy. The same goes for implementing a talent management strategy (Ansar and Baloch, 2018).

The corporate structure is viewed as a cause of long-term competitive advantage because the human resources strategy supports the talent management process, which is essential for

effective integration into the company (Al-Dalahmeh and Dajnoki, 2020). Talent management ideas must be ingrained in company culture. As a result, all of the firm's talent management principles must be translated into staff training programs. Talent management should primarily be considered during the recruitment and selection process for new staff.

The above graph demonstrates the interdependence and impossibility of isolating talent management techniques from human resources activities, systems, and procedures. This will lead to a comprehensive analysis of talent management practices in the section that follows.

2.3.2. Talent Management Practices

Talent management and human resource management are closely related. Furthermore, they employ some of the same strategies in both divisions, which finally resulted in the company's success (Schuler et al., 2011). Due to foreseeable changes in contexts like ability gaps and employee demands for work-life balance, organizational abilities in this period deserve guidance and enhancement (Lewis and Heckman, 2006). The ability of a business to improve its strategies, policies, and programs to recruit, nurture, and retain competent personnel serves as a sign of managerial expertise (Snell, 2007). This may be accomplished by analyzing the company's existing and future talent requirements (Ready, 2007). Starting with workforce planning and concluding with talent retention, as well as hiring and developing great employees, the HR department needs the support of the organization's higher management to be extremely effective and fruitful, as shown in figure 6 (Cappelli, 2008; Shrimali and Gidwani, 2012).

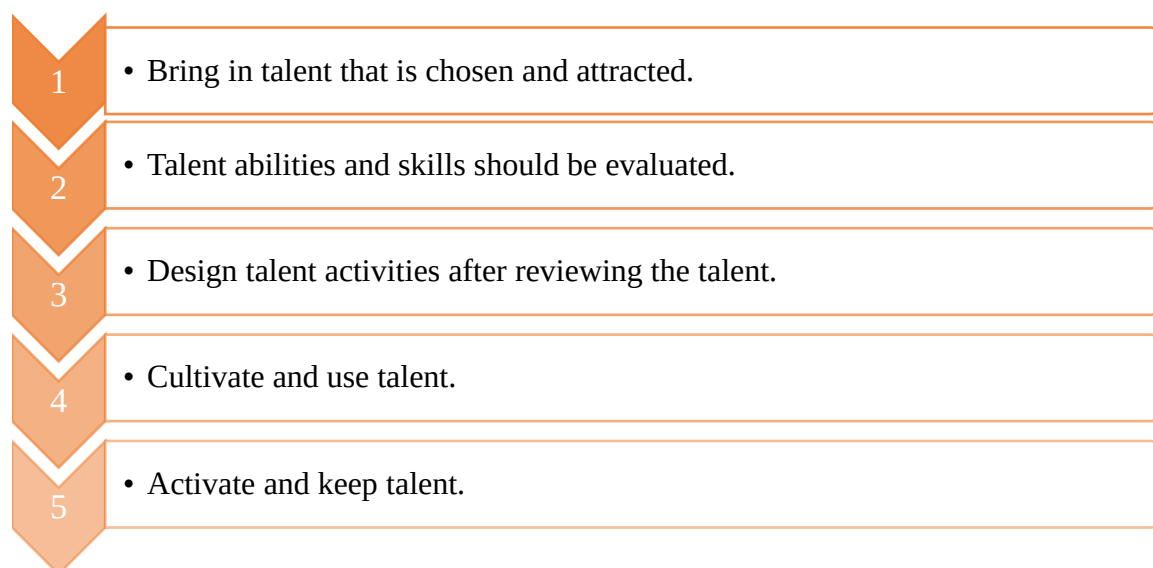


Figure 71: Most common talent management processes

Source: own editing based on Lewis and Heckman (2006); Shrimali and Gidwani (2012)

The basic talent management process was depicted in the figure. Since most HR procedures, practices, and systems are connected to these five talent practices, these three will be the key practices examined in this research: planning talent, recruiting talent, and developing talent.

Talented Workforce Planning (Staffing)

- It is commonly claimed in business that an organization's highest value is delivered by its people (Héder and Dajnoki, 2017b). Managers must understand the human resources duties and procedures for attracting, selecting, hiring, developing, and maintaining employees, according to workforce planning. They are inextricably linked to the organization's core goals (Creelman, 2004). Leaders and managers are more inclined to exert additional effort to complete their jobs when they are aware of how crucial their position is to the functioning of the business as a whole (Schweyer, 2010). The final phase in talent workforce planning is to imagine future business and environmental needs as a method to handle the HR demands imposed by these situations. (Creelman, 2004). The following are the planning activities for a competent workforce (Schweyer, 2010):
 - *Talent Inventory*: This document offers information on the organization's present talents as well as their roles.
 - *Workforce Forecast*: This predicts potential talent shortages.
 - *Action Plans*: rules are in place from the time an employee is hired until they are paid.
 - *Control and Evaluation*: It enables HR to track workforce planning using closed-loop input.
- Gholipour and Khazaei (2018) noted that, in addition to examining the organization's strategy and operational plans, the talent assessment process is regarded as the third step in the planning process. He also stresses that the organization's plan offers a foundation for forecasting future employment requirements.

There used to be little overlap between talent programs and procedures in many firms. Over time, the prospect of approaching retirements and probable successors for key jobs became a compelling, acute, and challenging issue and probable successors for key jobs became a compelling, acute, and challenging issue. Thus, as indicated in table 3, the idea of talent

planning has evolved through many stages, including recruitment planning, human resource planning, and strategic talent management.

Table 3: Evolution of Talent Management and Planning

	Framework	Characteristic
The 2000s – future	Talent management	– incorporates business techniques. – is regarded as a crucial business procedure. – The planning cycle corresponds to corporate activities. – The plan includes deadlines. – a society that values skill. – The entire company is participating.
1980-1990	Human resource planning	– Planning for the requirements of the personnel. – The average planning horizon is three to five years. – Predicting workforce requirements to match workload demands.
1950-1970	Replacement planning and single-position planning	– The objective is to fill available slots. – Planning typically includes the following twelve months. – Ask for help from personnel when needed.

Source: Silzer and Dowell (2010)

To summarize, "talented workforce planning" tries to assign specific individuals with exact talents to specific occupations at the appropriate time and with the abilities necessary to do these positions (Dries, 2013). Subsequently, TM is about how the company puts its strategic personnel plan into action. It's similar to the process via which the company modifies its talent supply in response to changing business and organizational needs (Monazam et al., 2021). It is also a method for forecasting, planning, and analysis (Sheehan and Anderson, 2015;

Thunnissen, 2016). This relates to talent management activities, which ensure that a company hires the right individuals in the proper position at the right time and at the best price.

Tracking Talented Employees (Talent Acquisition)

One of the most critical talent management practices is attracting talented employees and mastering that practice (Samih et al., 2021). According to Shrimali and Gidwani (2012), a company's reputation is a major component in attracting key workforces.

Lyria et al. (2017) looked at the financial and non-financial factors that drew people to a certain organization. These variables affected people's selections regarding the organizations they would choose to work for (Okoro and Iheanachor, 2020).

Job-life balance, a high wage, and challenging work are all crucial factors in luring and keeping employees (Thunnissen, 2016; Héder and Dajnoki, 2017a). Organizations should follow particular procedures to attract talented workers (Ratten and Ferreira, 2016), such as developing a specific plan to hire talented individuals from outside the business and improving the skills of the company's current talented individuals (Maurya and Agarwal, 2018).

Individuals are enthusiastic about working for the business, and businesses have the option of being selective in their approach culture, recruitment of talent is also influenced by how a company is branded in the marketplace. (Moczydowska, 2012; Dajnoki and Kun, 2016). All bright individuals in various sectors, according to Collings and Mellahi (2009), are seeking a company that will give them exciting challenges, wonderful opportunities for growth, and meaningful work in a thriving company with outstanding leaders to guide them (Csordás, 2020).

Talented people are often more drawn to a meaningful job than money alone, despite the possibility that being in an environment that is open, trustworthy, and performance-oriented (Lewis and Heckman, 2006).

A company's excellence and quality are determined by its employees. The greatest approach to having top talent is to draw top talent from the start; for this to happen, they need career motivation, knowledge of their strengths and shortcomings, and skills. As a consequence, it is much simpler to ascertain what drives each individual, which substantially facilitates the process of work enrichment (Iles et al., 2010).

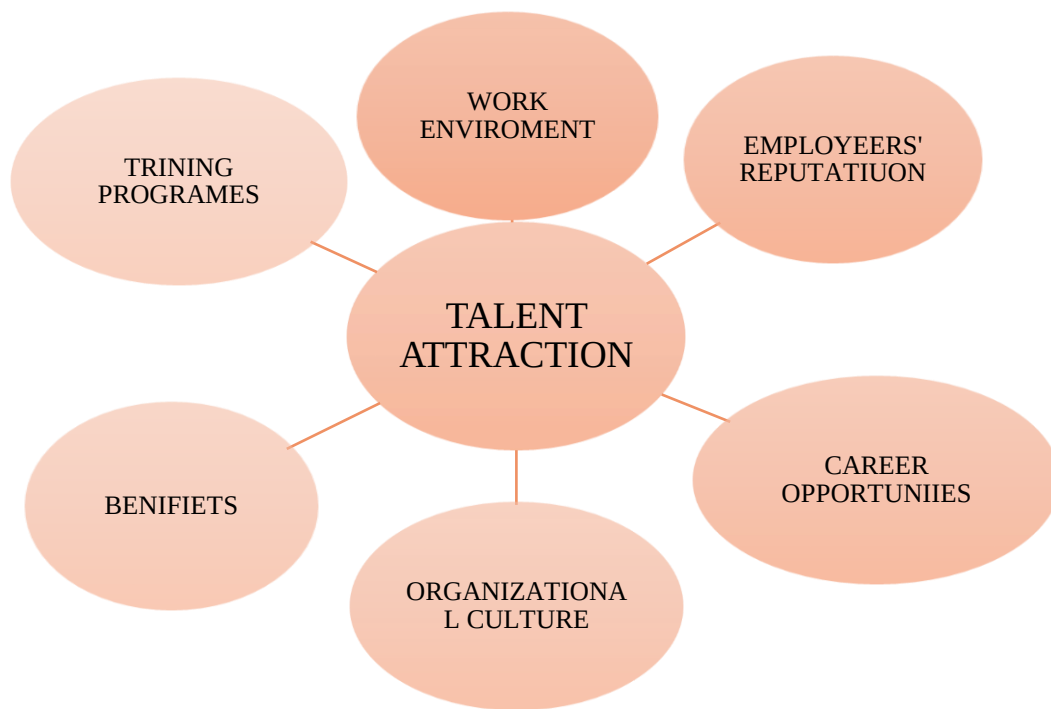


Figure 72: Elements of talent attractions

Source: own editing based on Moczyłowska (2012); Oludayo et al. (2018); Iles et al. (2010).

The previous figure was driven by analyzing the literature that discussed attracting talent and how to retain it. Thinking like the mindset of advertisers and marketers in talent attraction could be an excellent way to attract talented employees, where the product is the firm and the market is talented employees (King et al., 2021). Thus, the means and tactics of attraction vary and include the working environment, training programs, career opportunities, and financial benefits that can be attractive elements to convince talented employees to be on the firm's staff.

Talent sustainability is directly affected by the organization's ability to attract talent (Liu et al., 2021), so attracting talented employees is to create attractiveness through the overall techniques and policies on management and development of HR in the organization (Allal-Chérif et al., 2021). Creating attractive work conditions in all aspects and attracting and retaining those who have extraordinary abilities and skills in the business niche are vital for business survival (Liu et al., 2021). Talent attraction is performed through internal and external attraction through strict, systemized, and highly competitive selection (Ahmad et al., 2019). Thus, retaining talented employees is the managers' responsibility because the firm's cost to retain talented employees is much less than attracting and recruiting new employees (Reiner et al., 2017).

Attracting and maintaining talented employees is considered to promote the firm's image, work within systematic policies and regimes, improve the firm's culture and working environment, and make the workplace worthy of the workers (Oludayo et al., 2018; Al-Dalahmeh and Dajnoki, 2020). As soon as the firm has a plan for attracting and retaining talented employees, it will bring benefits to the organization, giving businesses a competitive position in the battle for talent (King et al., 2021).

Silvanto and Ryan (2018) pointed out that talented employees have appropriate skills and capabilities for the business. Therefore, when a firm attracts talented employees, it means that it has selected people who meet the business requirements, so the firm does not need to spend much on training.

The most typical strategy suggested for usage in country branding efforts was reviewed by Matongolo et al. (2018). The writers explored in depth how a country's reputation and image as a talent destination relate to its real performance and accomplishments in terms of employing and retaining competent individuals. This strategy is used to attract and maintain experienced individuals from outside to improve a country's commercial effectiveness.

Organizations that better understand the importance of talent management techniques have a higher chance of attracting and maintaining top talent. Hongal and Kinange (2020) found in their research that attracting people with key abilities and other top talent is challenging due to a lack of talent management and rewards. Thus, increasing global competitiveness has raised employer needs for the proper talent, increasing the possibilities for attracting and maintaining critical-skill employees. Retention methods should be part of a larger talent recruitment plan that includes sourcing, hiring, and development. Attraction policies should be handled professionally since they provide employees with the impression that they are appreciated (Liu et al., 2021).

Organizations should understand the concept of employee attraction; it is more than simply attracting and maintaining one or more employees; it is also maintaining the potential competitive sustainability of critical talent, which is one of an organization's most important resources (King et al., 2021). Attracting skilled individuals, on the other hand, adds to increasing business productivity since personnel with the necessary skills, talents, and knowledge will rapidly adapt to the task. Setting goals for skilled staff is also an important aspect of enhancing efficiency. After all, they have responsibilities beyond their abilities and experience (Oludayo et al., 2018).

To recruit and keep outstanding people, organizations must also set excellent compensation and salary policies. These policies must also include opportunities to learn and grow, which are necessary to meet employees' demands and ensure that they are always given. Therefore, establishing attractive elements to attract employees financially builds the loyalty and satisfaction of employees to the firm, which means decreasing the proportion of employees who want to leave the firm (Hughes and Rog, 2008).

Developing and Reworking Talented Employees

Hills (2009) estimated that for every new employee, there would be five retirements; thus, firms should stay ahead of the talent shortage by authorizing and promoting their present employees (Héder and Dajnoki, 2017b).

Subordinate growth, manager development, and certification are all stages of talent development. Because no uniform criteria should be implemented in all businesses, each organization has its own talent development needs (Daubner-Siva et al., 2017; Lehmann, 2009). The firm may change its hiring strategy from "employing individuals to fill up seats" to "employing individuals and increasing them to achieve potential chances and possibilities" thanks to certain common principles for handling employees who perform above expectations (Gandz, 2006).

According to Xu et al. (2016), a corporation would choose highly qualified and bright workers who weren't needed at the time they were employed. However, they did have the potential to become strategic needs or vital skills in the future, which allowed the company to amass a varied range of skills. Khilji and associates (2015) On the other side, these firms wouldn't look into what would cause other workers to perform mediocrely (Meyers et al., 2020). Additionally, businesses choose personnel who are not professionals or highly competent additions to professionals (Chuai et al., 2008). Moreover, these extraordinarily talented individuals must be standardized in accordance with the organization's standards (Pillay et al., 2008). One of the primary goals of TM is to categorize individuals based on their talents (Thomas, 2009; K. A. King, 2017) to establish who is highly qualified and who is a bad performer. After poor performers have been identified, the talent management process must take steps to address them (Hills, 2009).

The process of building growth paths, succession planning, and leadership growth to assure a future flow of brilliant individuals is known as talent development (Pruis, 2011). Developing talent entails structured training and a set of actions aimed at increasing the number of capable

leaders and ensuring that they have the abilities required to manage changes in the business environment (K. A. King, 2017).

According to Okechukwu (2017), Development and training are directly associated to both organizational and individual performance; nevertheless, the development process is the responsibility of all organization stakeholders (figure 8).

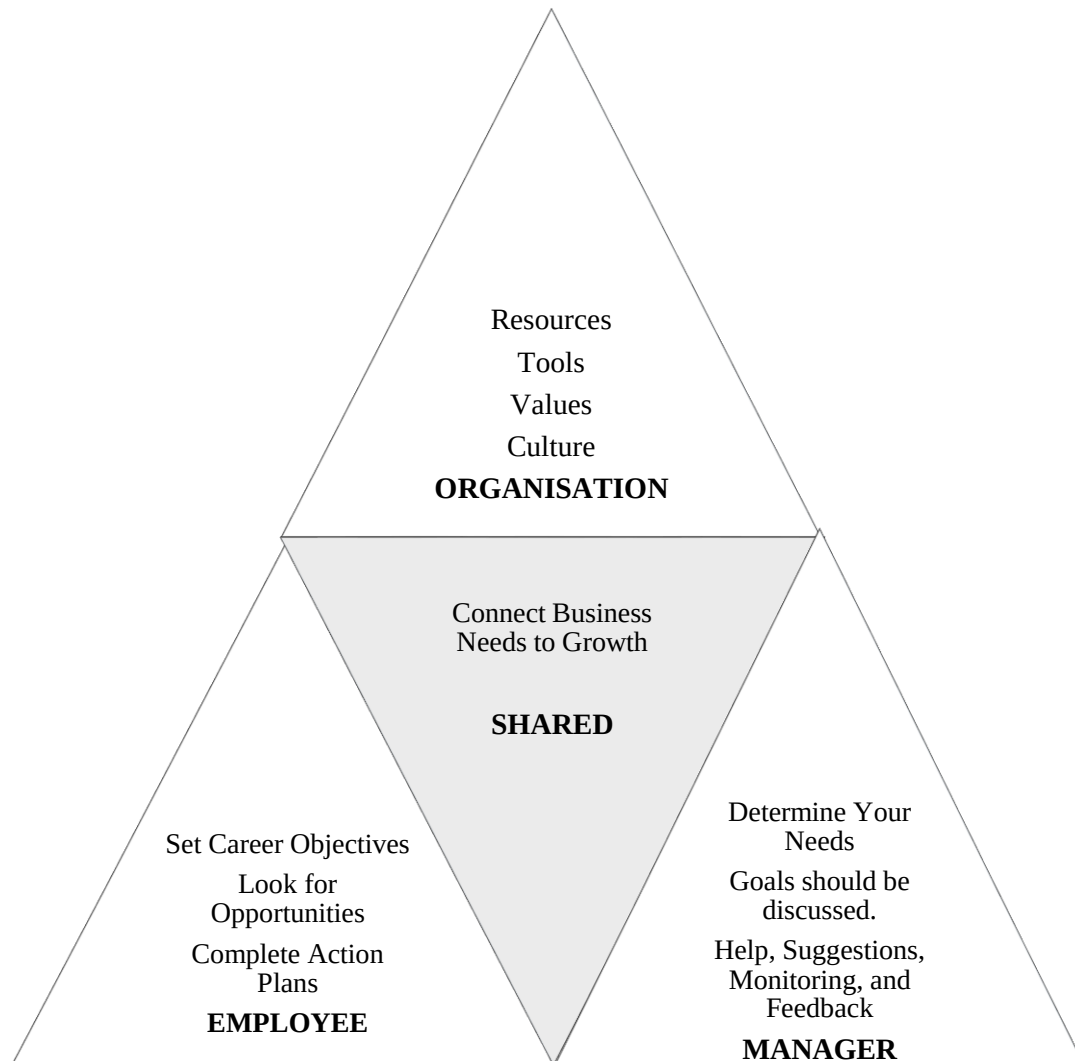


Figure 73: As a three-way relationship, development

Source: Kaye (2002)

To ensure that growth is effective and successful, certain duties fall on the organization, the management, and the individual. Firstly, providing the processes, investment, culture, and continuous development is the organization's role. At the same time, the managers should be qualified to identify development areas, help find adequate resources, coach, and give feedback

on an ongoing basis. Finally, individuals have to be responsible for their development plan to improve their competencies and develop new skills (Panda and Sahoo, 2015). Talented people may develop their abilities and empower themselves to meet the firm's goals through internal and external learning opportunities, including seminars, focus groups, and courses, according to research by Garavan et al. (2012).

The development plans and activities must also be related to the company's requirements and the opportunities outlined in the business strategy. Developmental plans must contain a variety of activities that are reasonable and at a level of complexity that is appropriate for the individual (Davern, 2021). Borisova (2017) argued that one of the most serious issues for talent development is determining the framework, the firm's future needs, and how the firm operates.

Moreover, talent development could be applied to different approaches. Taylor (2014) indicated that the development process would be acquired through experience, formal training, and relationships. In the modern corporate environment, business experience is crucial.

Businesses want staff members who can make sound judgments in a dynamic, unpredictable environment. Therefore, the experience can help you develop the talents and abilities you'll need for future problems (Liu et al., 2021). Relationships with direct bosses or peers have a significant impact on growth since workers may learn by seeing the actions of successful people. To increase the likelihood that the organization can satisfy the demands, it is vital to invest in talent development. This is especially significant in succession planning because domestic candidates are typically chosen for top posts. This indicates that it is crucial to identify talent early on in a person's career and to put in place a methodical talent development strategy to prepare them for top management roles (Ali et al., 2019).

It is crucial to have competent direct supervisors who are knowledgeable about all aspects of the company. People might learn by imitating their actions, and by striking a balance between challenge and support, they can foster an atmosphere where bright employees can grow and develop. Discussing one's shortcomings, receiving comments, and receiving coaching may all help one's progress (Taylor, 2014; Colakoglu et al., 2019). Additionally, staff members might grow by learning from peers and sharing their experiences at various levels of teamwork and functional groups (Wan, 2007). The value may be enhanced by concentrating training and growth on strategic capabilities and dispersing targeted training programs across the whole organization. Additionally, formal training programs may influence employees' growth (Sheihaki et al., 2016).

Effective direct managers who are knowledgeable about all aspects of the company are crucial. By striking a balance between challenge and support, employers may foster an atmosphere where bright workers can grow and learn. Employees could learn from their behaviors and model these behaviors for others. The growth process may also be improved by talking about the shortcomings, providing criticism, and mentoring (Taylor, 2014; Colakoglu et al., 2019). Additionally, employees might grow through peer learning by sharing their experiences in various levels of teamwork and functional groupings (Wan, 2007). Additionally, formal training programs may influence how well personnel develop; their importance may be enhanced by focusing on development and strategic capabilities and dispersing targeted training programs across the whole company (Sheihaki et al., 2016).

All efforts aimed at enhancing individual leaders' leadership capacities are referred to as "leadership and talent development." A robust succession plan is more likely to exist at companies with effective talent development programs, per Davern's (2021) research. Beyond just creating talent, the talent development procedures serve a variety of functions. Strong talent development programs may be an excellent retention approach that helps employees maintain their motivation, excitement, and commitment. It may be used as a motivator as well as a means of creating teamwork and the spirit of a common mission (Borisova, 2017). To verify that the advantages of talent development are fulfilled, organizations must critically assess their existing practices in talent and learning. Employee recognition over collective involvement makes it difficult to contribute to a culture that promotes cooperation and shared talent if development and incentive systems prioritize employee recognition over collective participation (Colakoglu et al., 2019). Organizations must precisely examine both talents and the organization's development need, as well as ways to evaluate the impact of development from a variety of perspectives. Moreover, they should consider how to optimize the advantages for both people and the businesses they work for, as well as how future development requirements can evolve (Ali et al., 2019). There are many different approaches and procedures for talent development, taking into consideration the many different ways talent development may be thought of and the many different purposes it can serve (Hongal and Kinange, 2020).

Bolden (2007) claims that among the most well-liked and successful personnel management and development activities in successful firms According to the report, coaching and training are considered one of the most successful people management strategies by half of the employers. The formal talent development program approach is the foundation of the majority of talent development programs. A formal program is essentially a classroom session that

covers the fundamental theories and principles needed to develop skills. Moreover, training activities are rapidly being incorporated into managers' responsibilities and duties as a cost-effective approach to helping them outsource greater accountability to their group members. As a result, there is more time to achieve and concentrate on enhanced efficiency and good results (Ahmad et al., 2019). Since developing highly skilled individuals is crucial for the future of the company and is a continuous activity, it is one of the most powerful elements in employee engagement. As a result, businesses may dramatically increase employee engagement by having a successful growth strategy (Tefko and Sojka, 2014).

2.3.3. Talent Segmentation

The idea of segmentation is widely used in marketing; it involves classifying potential clients into groups and rationally ordering their actions. In human resources, this concept is also used, since HR management tends to design reward and talent programs for exclusive groups. Businesses have long realized the need for a segmented approach to talent and reward for specific individuals; organizations usually apply a different approach to recruitment for their staff (Kichuk et al., 2019).

Through the identification of unique talent segments and the subsequent application of various talent management techniques to each segment, talent segmentation is a strategic approach that may assist businesses in more closely aligning their talent models with their profitability models. Any successful business is dependent on effective communication channels with its employees; this is all about improving your employees' potential for the business while staying in line with company strategies (Jooss et al., 2021).

By segmentation the distinct ability groups and adopting diverse talent management practices for everyone, organizations may be able to align their talent strategy with profits, So organizations can move funding from low-value to high-value areas to boost corporate performance by further segmentation talent individuals (Jindal and Shaikh, 2020). Some businesses are hesitant to adopt work force segmentation because they believe it makes a value judgment on personnel. Workforce segmentation, on the other hand, emphasizes that all employees perform diverse functions, with some being more important than others, but this does not indicate that the other segments are unimportant. Indeed, work force segmentation considers what connects all talent pools at various levels (Boudreau and Ramstad, 2005).

Workforce segmentation is also related to assessing employee initiatives. Today's cost challenges are influencing how many businesses consider their numerous employee incentives,

such as bonuses, compensation programs, and health. Employers may have a better understanding of how various employee groups use benefits depending on their behaviors by segmenting the workforce (Kichuk et al., 2019).

Businesses cite significant reasons for segmentation such as the necessity to satisfy particular job demands, the opportunity to enhance line of sight to company strategy, the need to enhance spending, and the requirement to represent a diversified labor market as some of the numerous reasons for segmentation. Adopting the segment method, on the other hand, is not without difficulties (Jindal and Shaikh, 2020).

Although the use of segments is not appropriate for all firms, all businesses should examine their existing strategies using this style of planning, and reward and talent experts should assess how well their agreements hold up under this scrutiny. Many businesses cannot manage to serve everyone equally, and it is far preferable to plan strategically about efficiency and ideal techniques now than have to replan in an emergency later (Uren, 2011).

According to McGrory-Dixon (2013), talent segmentation is a business strategy that enables businesses to give their employees targeted chances for training and promotion. It enables businesses to have a better grasp of their workforce's skills and how to successfully assist those individuals while on the job. If you have employees that excel in certain areas but not others, you may find yourself missing the right people for specific tasks as their careers progress.

There is no practical way to comprehend the actual supply and demand requirements of vital talent without talent segmentation, and hence no trust in decided bench strength. businesses can aim and target not just the resources, but also customize and personalize the approach to certain talent categories, increasing the attractiveness of the corporate image and expertise (Jooss et al.,20121).

The main approach for segmenting your talent pool is to divide it according to your present and future hiring requirements, so it is all about the connection between the whole business strategic plan and succession planning. The criteria of talent segmentation could be different from business to business and from talent pool to talent pool, but the organization can segment the employees into distinct groups based on their various skills, such as managerial skills, communication skills, experience, and education (Yarnall, 2011).

2.3.4. Employees' Satisfaction

One of the most challenging areas for managers today to manage their workforce is satisfaction (Guinot et al., 2021; Berke et al., 2021). Numerous studies have shown that satisfaction has a significant impact on workers' motivation (Tash et al., 2016) and that motivation levels affect productivity and, in turn, the success of business organizations (Altinda et al., 2018).

Unfortunately, neither academics nor managers of different commercial organizations in the Middle East have paid enough attention to how workers' pleasure affects their loyalty and how TM practices may impact them (Khasawneh and Madanat, 2018).

Satisfaction mainly refers to how employees feel about and perceive their work (Guinot et al., 2021; Mira et al., 2019). It refers to how satisfied or dissatisfied people are with their jobs (Nwachukwu and Chladkova, 2017). According to Mohibul et al. (2019), employees' pleasure is a passionate and affecting reaction that alludes to like- or anti-feelings. Additionally, Huang and Su (2016) define satisfaction as a forceful reaction to a person's employment conditions. Satisfaction is the perceived gap between what people expect from the company and what they get from it (Kiarie et al., 2017). According to Spector (1997), there are three important aspects of satisfaction. First, firms should adhere to ethical standards. These firms will prioritize treating staff members with respect and dignity. In these circumstances, measuring employee happiness may be a helpful way to gauge productivity. People who are very well satisfied with their positions may be in good mental and health emotions. Second, the operations activities of the firm will be affected by employee behavior based on the degree of satisfaction (Roman et al., 2017). From this, it can be inferred that an employee's happiness at work will lead to good conduct and vice versa; an employee's displeasure at work will lead to bad behavior. Third, the level of satisfaction may be a sign of organizational performance (Abujudeh, 2019). Comprehensive definitions of satisfaction have been debated in several research studies, although writers define it in diverse ways. Some of the most often-used definitions of satisfaction are shown in table 4.

Table 4: Employees' Satisfaction Definitions

Authors	Definitions
Hoppock (1935:77)	a " mix of physiological, psychological, and environmental elements that cause an individual to report that they are pleased with their work"

Vroom (1964)	The position of the employee in the workplace is the main emphasis of the term. Therefore, the job tasks that he is performing are what provide him happiness.
Spector (1997:3)	"People's attitudes toward their jobs and the many facets of them."
Statt (2004)	The definition of intrinsic motivation notably how pleased an employee is with the benefits received.
Mullins (2005)	Satisfaction relates to motivation; thus, it is more internal status and behavior.
Armstrong and Taylor (2016:168)	The attitudes and emotions employees have regarding their employment are referred to as "employee satisfaction."
Kaliski (2007)	The success and achievements feelings in the job.
George et al. (2008)	People's perceptions of the employees' existing positions and responsibilities.
Ghazzawi (2008)	Satisfaction is correlated with the sentiment that develops from the belief that one's employment meets one's physical and psychological needs.
Schermerhorn et al. (2012:85)	"Attitude expressing an individual's sentiments regarding his or her employment or work environment at a specific period."
Coetzee and Stoltz (2015)	The degree of work satisfaction among employees.
Ahmad et al. (2018)	A method for gauging how positively or negatively people feel about certain parts of their professions.

Source: own editing (2022)

Satisfaction is one of the most crucial aspects that affect workers' productivity, loyalty, and performance, according to a previous study. However, due to the different aspects impacting satisfaction, they have debated several ideas and definitions of it but have been unable to come to a consensus on one.

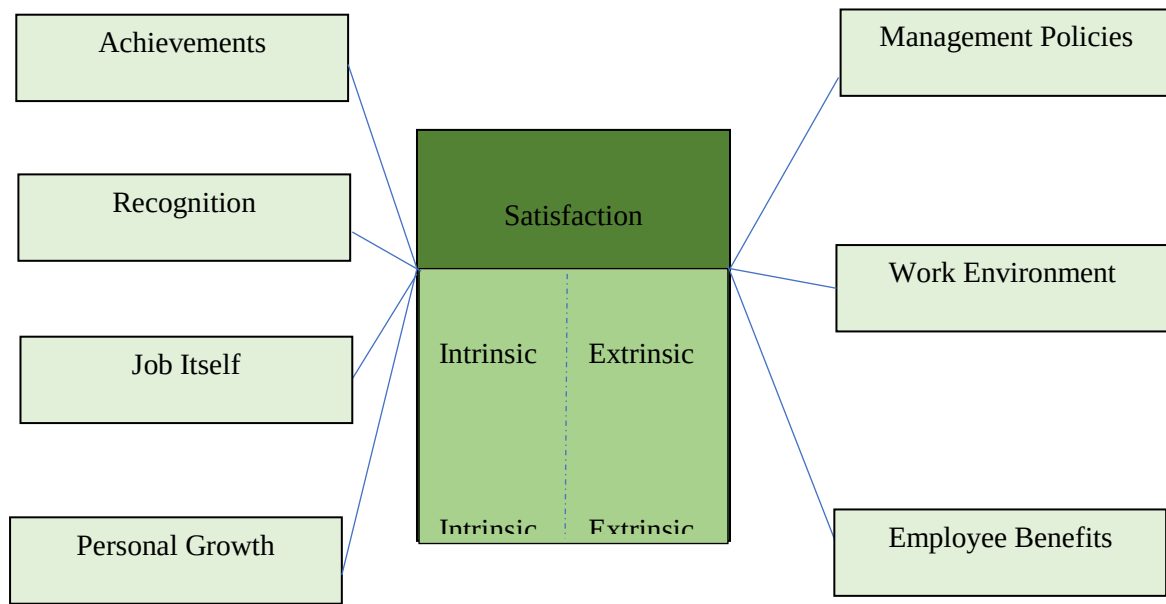


Figure 91: Satisfaction into its main intrinsic and extrinsic facets

Source: Own editing (2022)

The facets of employee happiness as stated by various studies are summarized in Figure 9, which aids in formulating the exact dimensions that characterize satisfaction and utilizing them to gauge overall contentment in the workplace.

Tasks and workers' experiences in the workplace are strongly related to intrinsic aspects of the profession. Through tasks, employees may use and improve their skills while also having the opportunity to be self-directed. As a result, the experience with these exercises demonstrated that employees wanted to be challenged and stimulated (Dou et al., 2016). The work itself is one of the most important factors; according to Arvey (2006), employee intelligence and task complexity are related to satisfaction. Achievements, recognition, and personal growth are also considered important facets of satisfaction; the results, self-efficacy, and employees' work efforts are important factors that influence satisfaction (Coetzee and Stoltz, 2015; Fairbrother and Warn, 2003). The work environment, which includes the social and physical organizational environment along with management policies and processes, has a strong influence on the satisfaction of employees in their everyday tasks. Additionally, financial advantages like wages, promotion, and compensation are important (Arvey, 2006; Lu et al., 2017).

2.3.5 Employees' Loyalty

Employee loyalty is one of the most crucial factors, especially for human resource managers (Nisar et al., 2017). Loyalty is "an emotional connection and an emotional reaction to its objects," according to Ewin (1993, p. 388). However, loyalty is "a commitment to something or someone," according to Morrall (1999, p. 95).

According to Voyles (1999), an employee who has been with the same company for a long period is considered loyal based on their conduct. An employee is loyal to an organization when he or she is committed to working hard to reach the organization's objectives (Kozak, 2020). When an employee grows in an organization, reaches esteemed positions, and still appreciates its customers, he is called a loyal employee (Khasawneh and Madanat, 2018).

Because of this, loyalty is essential for the company's success (Dhir et al., 2020), and as a result, organizations nowadays put so much effort into enriching the loyalty of their employees, which, sometimes, does not pay off well and employees still leave their organizations (Waqas et al., 2014). Using common sense, we can conclude that the degree of employees' loyalty affects the organization in several ways. One of the significant effects of employee loyalty is decreased turnover intention (Nisar et al., 2017). The following table shows the most common definitions of employee loyalty.

Table 5: Employees' loyalty definitions

Authors	Definition
Wiener (1982:481)	"The whole range of internalized normative demands to behave in ways that advance corporate goals."
Reichheld (2003:3)	"The readiness of someone to commit personal sacrifice to build a connection, whether they are a client, an employee, or a friend"
Rosanas and Velilla (2003)	playing well with others and sacrificing yourself for the sake of the company.
Hajdin (2005)	The employee's behaviors. Such as working in the firm for long periods.
WeiBo et al. (2010)	Devoted to the company's development and certain that joining it is the greatest decision.
Aityan and Gupta (2012)	The level of attachment to the organization.

Masakure (2016)	Putting in a lot of effort at work to meet the objectives.
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Source: own editing (2022)

Employee loyalty is typically assessed using a loyalty questionnaire, and when the questionnaire's quality is subpar, it can have gravely detrimental effects (Varma et al., 2018). When an employee develops an emotional bond with the business, this is known as affective loyalty. A type of loyalty known as normative loyalty develops when an employee believes he owes the organization anything. The inability of the employee to obtain employment elsewhere is what causes continuity loyalty (Ghazzawi, 2008; Csapai et al., 2018).

According to Ibrahim and Al Falasi (2014), one of the most challenging tasks for firms is to examine what drives employee loyalty; thus, it is needed to know the factors that will increase employees' loyalty. Three aspects should be taken into account in the company to build employee loyalty: including employees as partners in the firm; offering financial advantages and work care; and providing professional growth, such as training programs to enhance employees' abilities.

Industry, gender, and achievement were the three elements that Vuong et al. (2021) identified as influencing job loyalty. Industry and gender had a significant impact on job loyalty and individuality, while success had little impact on either. Waqas et al. (2014) highlighted other elements that influence employee loyalty. The most influential criteria were reward, recognition, and the job atmosphere. Additionally, the study said that improving high organizational loyalty and maintaining a successful organization depend on involvement in decision-making. The following is a summary of Lai's components for employee loyalty as of 2021: individual traits, socializing, and training. According to the study, these three criteria had a strong impact on employee loyalty within the company. Moreover, the researcher found that attitudinal and applied loyalty must be considered to measure employees' loyalty.

Aristana et al. (2021) studied the consequences of employees' behaviors such as loyalty. Results showed that dedication to colleagues, the company, clients, their supervisor, and the association were impacted by employee loyalty, as were other behaviors and attitudes.

According to Aziri (2011), decreasing loyalty causes decreased efficiency and retention and negatively influences organizational performance. Rizan et al. (2020) state that organizations with loyal employees often have loyal customers as well. Many organizations have not yet understood that employee loyalty is vital to their success.

For employees to feel loyal toward the organization, they must see that their contributions and performance extend beyond wages. Additionally, among the reasons cited for turnover and being disloyal is the lack of career development plans and little to no opportunities for development (Ghazzawi, 2008).

Employee loyalty is often attained by creating a setting in which the relationship between business management and the employee is more conducive to being properly managed (Phuong et al., 2020). According to Aityan and Gupta (2012), providing effective training programs for the workforce can increase the degree of employee loyalty.

Loyalty among employees may be significantly influenced by organizational loyalty. In this regard, it may be conceded that if workers' work is highly acknowledged and appreciated, this will assist in increasing the employee's degree of loyalty and unquestionably boost his working skills and loyalty to his job (Ghazzawi, 2008; Kozak, 2020). From this point, the research will examine how employees' loyalty is affected by talent management.

2.4. Theory and Hypotheses Development

2.4.1. Social Exchange Theory and Adam's Theory

According to the social exchange theory (Blau, 1964), responsibilities are created among employees and their firms. Employees believe they are obligated to reciprocate and repay their business when it provides them with emotional and financial benefits as a result of their interactions (Cropanzano and Mitchell, 2005). Employee loyalty, dedication, and satisfaction will all increase as a consequence. They will put more effort into carrying out their jobs if their employers give them greater emotional and physical resources (Cook et al., 2013). Employees are more inclined to flee from their positions and neglect their responsibilities than leave the company when it fails to reach that economy (Rastogi, 2019).

Participating parties do tasks for the benefit of the other with the expectation of gaining their efforts at some agreed point in the future. Moreover, exchange concepts indicate a willingness to find relationships that satisfy and achieve common interests (Chernyak and Rabenu, 2018).

Van Dyne and Ang (1998) indicate that reciprocity is a central concept in social exchange theory. In the same term, Cropanzano and Mitchell (2005) discussed that the best-known exchange rule among the rules of social exchange is the repayment in kind or reciprocity. Thau et al. (2007) stated that employees explain their relationships with others as an interdependent social exchange. In this context, Mayer et al. (1995) state that the risk in a social exchange

relationship is the uncertainty regarding whether the other member will or intends to act the same way appropriately.

In social exchange relationships, trust plays a role. It is considered an important element, as DeConinck (2010) indicated that if one party provides any benefits, the other should trust the person who will reciprocate. Pitts et al. (2011) argued that social exchange hinges on the belief that encounters will spur parties to feel obligated to one another. The idea that an individual would make every effort to preserve or improve their high self-esteem is one of the key premises of social theory. Similarly, Tajfel (1981) notes that people prefer a positive instead of a negative self-image based on a motivational assumption. The concept of doing tasks for mutual benefit means a dependence on trust in each party member to fulfill his or her obligation to the other member.

Workers engage in trade activity with the hope of obtaining something of perceived value in the future, according to Wang et al. (2019). (Wang et al. 2019). The concept of expectation suggests a point in the future where relationship members evaluate the relationship's continuity based on achieving their expectations.

Additionally, concepts of exchange indicate a willingness to search for relationships that fulfill common interests. According to the relationship's increased value, Wang et al. (2019) made the connection between social exchange theory and loyalty. Knudsen et al. state that individuals commit to staying with a firm as a condition of an appropriate work environment. The equity hypothesis developed by Adams in 1963 is used in this study to examine how talent management techniques affect employee loyalty. Additionally, by connecting the three concepts of exclusive talent management, employee pleasure, and employee loyalty, as well as by attempting to explain their theoretical relationship (Adams, 1963), According to the author, an individual compares his or her inputs (such as his or her contribution to the exchange relationship) and outcomes (such as rewards, benefits, and job status) to those relating to colleagues to decide whether or not there is injustice in the exchange with the employer.

The propositions of the social exchange theory and Adam's theory describe how the company's policies impact the conduct of the employees and therefore help to shape perceptions inside the organization. In essence, these two theories will support the assumptions and hypotheses of this research.

2.4.2. Talent management and employee`s loyalty – a hypotheses development

Over the past ten years, there has been a boom in interest and attention in talent management studies, and practical research has been done to investigate the notion and its implications (Tefko and Sojka, 2014). Consequently, the most crucial resources available to a company are its skilled employees and any initiatives that might help them (Kontoghiorghes, 2016). The rising need for and difficulty in recruiting brilliant people, as well as their management, has become a crucial issue for academics following multiple publications in the field of talent (Bonneton et al., 2019). Additionally, there hasn't been a lot of research done on the definition, scope, and instruments for researching the effects of talent management on organizational behavior. Even though talent management frequently focuses on how an organization could handle highly effective or highly prospective personnel (Xue, 2014), According to Lewis and Heckman (2006), one of the most popular definitions of talent management is the effort and activities that include the methodical identification and hiring of key employees who directly contribute to the company's competitive advantage. This definition is also used in this research.

The notion of nurturing talents denotes a company's loyalty to establishing particular tactics to encourage talented individuals to enroll in training programs, paid scholarships, and seminars to advance their skills (Ananthan et al., 2019). To manage talent growth and inspire talented people to be more engaged, the company should take into account both the present and future demands of talent. This should be done by directing HR practices to support and maintain talent development initiatives (Hughes and Rog, 2008; Tatoglu, Glaister, and Demirbag, 2016). Upholding the talent concept, on the other hand, implies the organization's efforts to maintain a friendly workplace environment and create channels of communication with talented employees, which is reflected favorably in their satisfaction (Deery and Jago, 2015). Additionally, acquiring and keeping talent is one of the most important criteria for firms worldwide (Bhatt and Sharma, 2019). Other than that, high-performance companies surpass their rivals in some cutting-edge human resource strategies, such as the environment in which employees work, the training they get, and the possibilities for growth they provide (Li, Wang and Pyun, 2017). Realizing that skills support an organization's competitiveness is the first step in developing this capacity (Gallardo, Thunnissen and Scullion, 2020). Researchers observed a correlation between TM and a range of job behaviors in employees, including employee happiness and successful employee loyalty (Luna-Arocas and Morley, 2015). Talent management is often utilized as a method to increase satisfaction (Collings and Mellahi, 2009) and high levels of employee retention (Bhatnagar, 2007). Additionally, TM can lower labor

costs and expenses to boost productivity and competitiveness (Nafei, 2015). HRM procedures often have an impact on a company's results since they are likely to influence employees' attitudes and behavior (Louis et al., 2022).

According to Chami-Malaeb and Garavan (2013), talent development strategies are favorably related to emotional responsibility. Additionally, studies in several industries have looked at the connection between TM and employee happiness. Employee happiness and talent management are found to be positively correlated, according to Luna-Arocas and Morley (2015). According to Naresh Babu et al.'s research from 2017, TM raises satisfaction levels. Hughes and Rog (2008) discovered that talent management approaches targeted at maintaining and growing talented individuals had a positive influence on talent satisfaction. Employee happiness and talent management are related, according to Mensah (2015). The link between talent management and employee work habits is, in fact, theoretically supported by the social exchange theory (SET). In another study, Obeidat et al. (2018) explored the direct influence of talent management on organizational effectiveness in the health care industry. Talented individuals are more engaged and devoted when their employer shows them through talent management strategies that it cares about their happiness. In light of this, the following theories are put forth:

H1. Talent management and satisfaction are positively correlated (Louis and others, 2022)

H1.1: There is a good correlation between satisfaction and talent force planning.

H1.2: There is a correlation between attracting top talent and satisfaction.

H1.3: Talent development and satisfaction are positively correlated.

H1.4: intrinsic satisfaction and talent management are positively correlated.

H1.5: Extrinsic satisfaction and talent management are positively correlated.

Numerous studies have looked at the connection between talent management strategies and workers' loyalty, and they have concluded that talent management is crucial in influencing employees' attitudes like loyalty (Hassan et al., 2013; Li et al., 2017; Boon et al., 2011). Additionally, they provided suggestions on how businesses should foster employee loyalty. According to Boon et al. (2011), talent management techniques and employee loyalty have a favorable link. Hassan et al. (2013) discovered in their study that successful talent management techniques might have a positive influence on workers' loyalty. Additionally, Li et al. (2017)

discovered that when firms adopt excellent practices, it has a favorable impact on workers' performance and loyalty.

Employees are loyal to their employer when they understand the importance of their work and how it affects clients, according to Kumar and Raghavendran (2015). High-potential employees are less likely to want to quit the company if the responsibility mediates the connection (Malik and Singh, 2014; Boon et al., 2008). In this context, if employees understand that they are considered a talent in the organization, employee loyalty will likely increase (Nobarieidishe et al., 2014). The more loyal and committed the employees are, the more they improve the organization's performance and the situation in the business environment (Sturman, 2003). Kalra (2018) pointed out in their research that the practices and strategies of talent management impact employee retention and loyalty in the long term. Nishii and Wright (2008) studied how the implementation of good TM practices affects the retention of employees and their loyalty through training to improve their performance. Therefore, the following hypothesis is proposed:

H2: Talent management techniques have a statistically significant and favorable impact on workers' loyalty (Hassan et al., 2013).

Numerous studies have investigated the connection between employees' pleasure and loyalty. In their study, Matzler and Renzl (2006) found an appositive relationship between satisfied employees and increased loyalty to the company. Additionally, Li et al. (2017) research findings point to a favorable association between loyalty and satisfaction. Numerous empirical studies (Jun et al., 2006; Wu and Norman, 2006) contend that employee loyalty and satisfaction are positively correlated. People who are happy at their jobs stay with the same company for a long time and spread the word about it. Additionally, contented staff members are more dedicated to their employers (Dhir and Shukla, 2019).

Employee happiness and organizational dedication were explored by Eliyana and Ma'arif (2017). They found that HR strategies are likely to raise satisfaction, which in turn encourages employees to become more dedicated to their employer and has a favorable impact on affective dedication. Through suitable actions and attitudes, such as satisfaction and retention intentions, employers may influence how committed their employees are to their work (Karem et al., 2019). According to Fihla and Chinyamurindi (2018), HRM and employee happiness are positively correlated. In the study by Jahanbazi et al.ional dedication were explored by Eliyana and Ma'arif (2017). They found that HR strategies are likely to raise satisfaction, which in turn

encourages employees to become more dedicated to their employer and has a favorable impact on affective dedication. Through suitable actions and attitudes, such as satisfaction and retention intentions, employers may influence how committed their employees are to their work (Karem et al., 2019). According to Fihla and Chinyamurindi (2018), HRM and employee happiness are positively correlated. In the study by Jahanbazi et al. (2019), the connections and interactions between employees, managers, supervisors, members, and clients were the main emphasis rather than the rewards and financial compensation. They choose to stay with one company for a long time, mostly because they enjoy their work. According to these criteria, there is a connection between employees' loyalty and their level of pleasure. According to Book et al. (2019), employee loyalty is positively correlated with employee happiness. The following supposition is put forth regarding loyalty and satisfaction:

H3. There is a statistically significant and favorable relationship between satisfaction and loyalty (Dhir and Shukla, 2019).

Several previous studies concentrated on this mediating effect on satisfaction through several factors. Other research examined the connection between talent management techniques and their capacity to enhance cumulative performance. The study's findings support several previously reported talent management strategies for enhancing employee performance in a firm. Taking into account what has already been said, this study intends to close any gaps in the prior assessments of the literature about the implications of talent management techniques and their specific effects on satisfaction. Additionally, this study has two main objectives. The first is to look at the connection between TM practices, staff retention, and employee loyalty. The second is to look at how employee happiness affects both TM and staff retention.

According to the social exchange theory and the equity theory, if talent management practices are applied in an organization, it will reflect on the employees' attitudes through the mediating variables of satisfaction and loyalty. Goestjahjanti et al. (2020) claimed that implementing talent management methods will lead to greater levels of satisfaction as evidence in support of that claim. Additionally, Hafez et al. (2017) demonstrated that talent management techniques and initiatives support talented workers' retention and development as well as their happiness. The 2017 study by Kamal and Lukman looked at talent management tactics and strategies for performance effectiveness and employee retention. According to the report, employee experience and age have little bearing on how satisfied they are with talent management techniques.

According to the information provided, TM practices are anticipated to favorably link to employee happiness, which in turn will positively relate to employee loyalty. Finally, since it is anticipated that TM practices will favorably influence workers' loyalty, we anticipated that this link would be mediated by employees' pleasure. The following presumption will be made concerning mediating variables:

H4. The positive effect between TM practices and employees' loyalty will be mediated by satisfaction (Kamal and Lukman,2017).

The basis of TM, its fundamental words, and the main ideas and theories that predominate in the TM literature have all been covered in this chapter. The literature outlines the key components of TM procedures, such as talent planning, talent attraction, and talent development, as well as the ideas of employee loyalty and satisfaction. The research evaluation also demonstrates the extent to which a connection between TM practices and loyalty and satisfaction exists.

3. MATERIAL AND METHODS

Research on the impact of TM on organizational behavior and attitudes in the ICT industry generally is still lacking, even though studies on the TM application have been conducted. The measurement of the impact of talent management strategies on employee loyalty and satisfaction, however, is a significant issue with this type of application. To determine whether satisfaction would act as a moderator in the relationship between talent management practices and employee loyalty, the central question of this dissertation is how talent management practices could affect employees' loyalty as well as their level of satisfaction.

An empirical understanding of talent management (its viewpoints, methods, and outcomes) within the Jordanian ICT industry is important or necessary, depending on your perspective. To enhance TM practices inside these firms and make "some" contribution to better organizational management at various levels, it is important to grasp the meaning, development, and effects of talent management within Jordanian ICT sector organizations.

Since this study intends to quantify the impact of TM on workers' loyalty and happiness from both managers' and employees' perspectives, it uses a hybrid methodology that combines qualitative and quantitative methodologies. Given that the study employed cross-sectional data, causal conclusions could not be reached; thus, the data will be evaluated using correlations and regression tests, and the findings will be examined as relationships rather than causation.

The study design and the necessary techniques for data collection are covered in this chapter before moving on to the topics that will be explored to assess and test the research's hypotheses. 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 (made up of the research sample, population, and unit of analysis) will next be described, along with the data gathering tool (a research questionnaire), data collection procedures, and data analysis methodologies. Finally, the study measures and the instrument's validity and reliability will be examined to determine their objectivity.

3.1. Research Design and Research Model

3.1.1. Research Design

Setting research goals is the first step in addressing the research topic and selecting a suitable approach (Sekaran and Bougie, 2019). There are several forms of research depending on the major goals and objectives (Saunders et al., 2019), and this study is an explanatory study that attempts to explain the connection between talent management and workers' happiness and loyalty and analyze the impact of factors on one another.

To make it easier to respond to the study questions outlined in the goals, both qualitative and quantitative methodologies were used. Semi-structured interviews with a group of managers and supervisors from various organizations in the sector were conducted to address the research's objectives of examining the degree to which talent management practices are implemented in ICT companies operating in Jordan and investigating how employees' loyalty is evident in those firms. These interviews were done to address the research's objectives of exploration and investigation.

The hypotheses for the remaining research objectives were developed, which included investigating the impact of TM practices on employee loyalty in Jordan's ICT sector, identifying the essential talent management practices that affect employee loyalty, and determining whether satisfaction mediates the relationship between talent management practices and employee loyalty. These hypotheses were tested through the collection of questionnaire data from 362 Jordanian employees of 112 different firms operating in the Jordanian ICT sector.

The use of mixed approaches to address research questions helped address some of the limitations of using a single approach to investigate the relationship. The figure below depicts the research approach used in the current study.

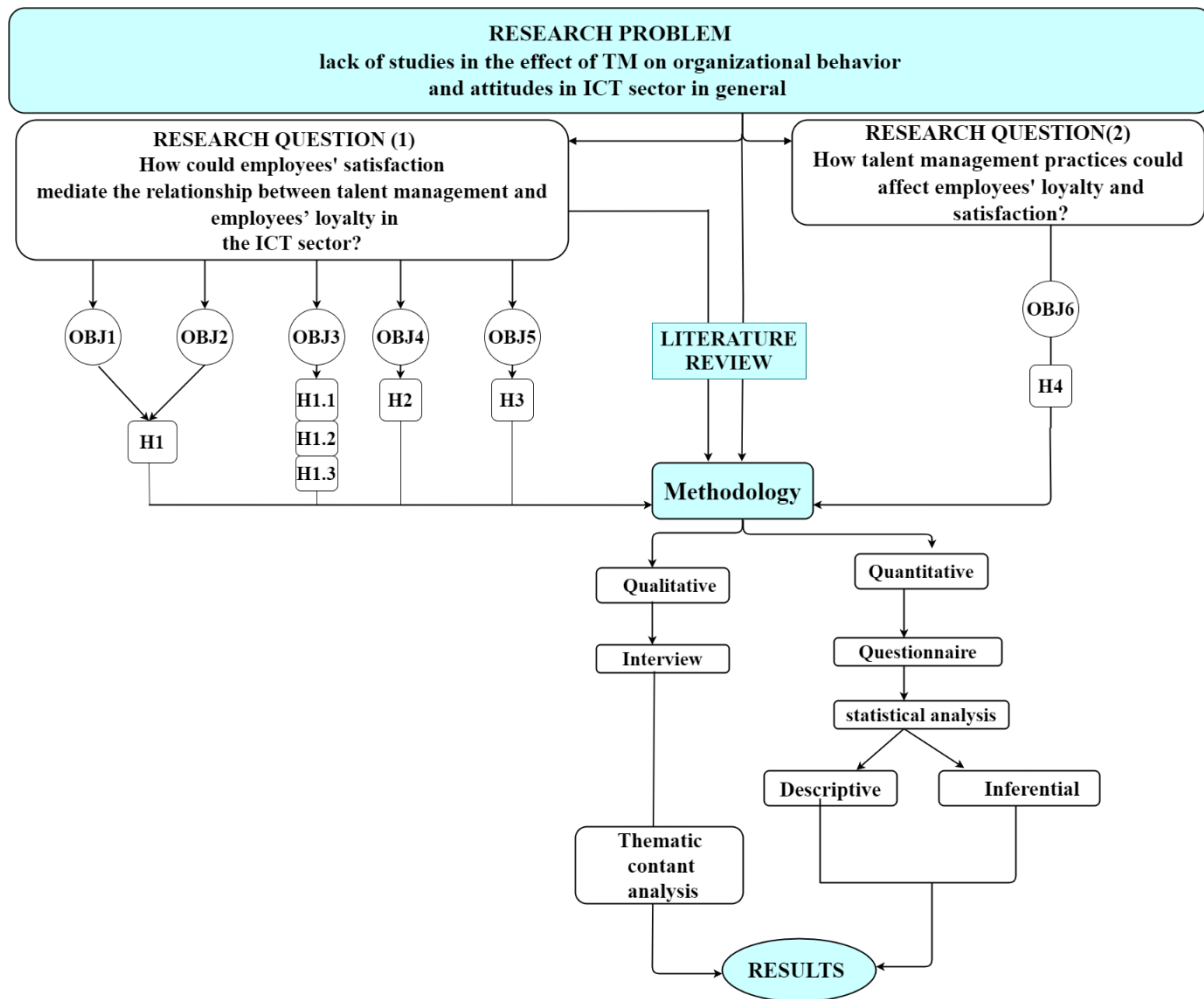


Figure 107: Research process

Source: own construction (2022)

Because the purpose of this study is to assess the impact of talent management methods on employee happiness and loyalty, it is critical to depict the key operational definitions of variables and how they were utilized in the survey. Furthermore, to test the major hypotheses of the study and answer the research questions, the primary variables (independent, mediator, and dependent) will be operationally defined to build scales for the research.

- Talent management practices (TMP): the talent management variable comprises three primary practices, which are defined as follows:

- Talent workforce planning (staffing): it includes forecasting the human resources needs of the organization by comparing the supply of workers and estimating the demand for them. It also seeks adequate tools to assist the business in bridging the gap between the necessary and the managers and placing the right individual in the right location.

- Tracking talented individuals (talent acquisition) refers to the mutual interaction between the company and its employees in which the business strives to achieve its goals by recruiting and hiring the best workers from the opposite side of the job application (Du Plessis et al., 2010).
- Developing and Rewording Talented Employees: innovate and deliver programs that develop the creativity and abilities of employees, meet their functional needs and interest, and respond to the need to provide opportunities that are relevant to market successes that have demonstrated high capabilities in multiple areas of talent. (Du Plessis et al., 2010).
- Satisfaction (ES): An employee's sentiments or emotional reactions to a job, which might be the result of the employee's expectations and actual outcomes from the work environment (Stringer, 2006).
- Employee loyalty: employee actions connected to work and the organization, such as long-term retention of an employee regardless of downsizing status, spontaneous participation in the company's activities regardless of given tasks or staying late to complete a project (Tseng and Wu, 2017).

Given the exploratory nature of the research, a mixed-method approach was used to investigate the connection from two perspectives: employees and managers, which would comprise questionnaires and interviews with HR managers.

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: The questionnaire tool was used for the first time to gather this kind of primary data to get the information required for the study.

This study's research methodology is a mixed-method approach. It contains both primary quantitative and qualitative data. Both interviews and questionnaires were used to collect the necessary data for this study because this research looked at TM practices and how they might affect employees' loyalty from two angles. The first was from the perspective of managers and top management, so data were obtained through interviews. The other was from the perspective of employees, so a questionnaire was created.

3.1.2. Research Model

This study adds value by focusing on the function of employee happiness as a moderator in the link between talent management techniques and employee retention. The research model summarizes the hypotheses and the research variables' connection directions (Figure 11).

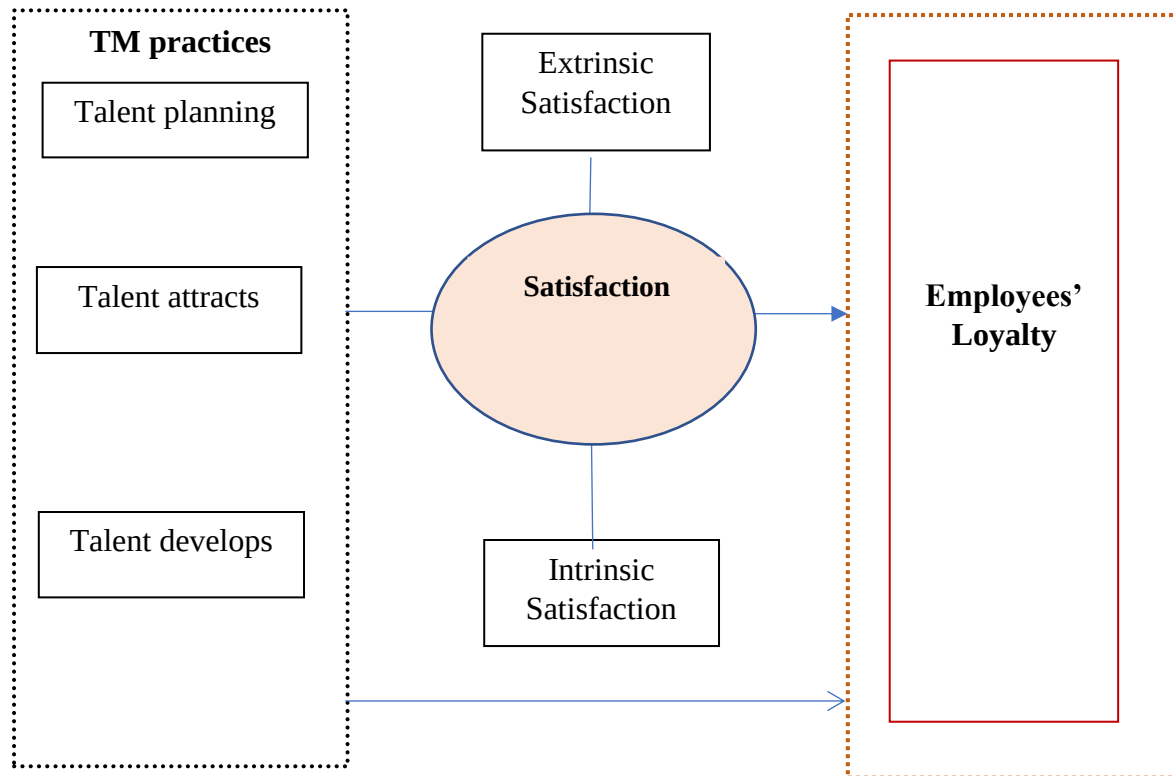


Figure 116: Research model

Source: own construction (2022)

The research model demonstrates the direction of the correlations between the study variables and explains their interactions. This model assumes that there is a strong correlation between talent management and employee loyalty. It then explores how various talent management strategies could each individually impact employee loyalty. Additionally, the impact of talent management techniques on employees' levels of satisfaction, whether internal or external. Additionally, it illustrates the link between employee happiness and its effect on loyalty. Lastly, can satisfaction play a role in mediating the link between effective talent management strategies and workers' loyalty?

3.2. Research Methods

3.2.1. Qualitative Methods

The interviews were deemed important for obtaining accurate findings based on the researched literature since they would increase comprehension and clarity of the topic of the study or research (Pole and Lampard, 2002).

The interviews were therefore performed with managers of big enterprises in Jordan's (the ICT) sector, using questions developed based on the literature research and in conjunction with the supervisor. With the participation of the respondents, the interview lasted around 45 minutes. It was also recorded using an audio device and listened to again for analysis. Then, using qualitative analytic techniques, all of the interviews were examined. The choice of interview subjects for this study was influenced by several criteria. 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 of the TM concept and be able to correctly answer the questionnaire to again for analysis. Then, using qualitative analytic techniques, all of the interviews were examined. The choice of interview subjects for this study was influenced by several criteria. 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 of the TM concept and be able to correctly answer the question. 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 interview and answer properly.

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

Before beginning the interviews, the semi-structured interview questions were first formulated in English and then translated into Arabic. The interview questions were based on those used for similar research questions and objectives in previous studies. The interviews were conducted in Arabic, and responses were then translated into English. As for the translation process, since Arabic is the researcher's mother tongue, 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 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, distinguished the differences between the translations, and resolved them to reach the final version of the translation. The main question for the interview contains (Appendix 2).

3.2.2. Quantitative Methods

The primary and empirical data were also collected using the questionnaire. The respondents' perceptions of talent management practices, the satisfaction concept, and loyalty among employees were measured by the questionnaire items. The questionnaire was broken down into three sections: the first will serve as an introduction to the main purpose of the study, and the second will urge respondents to be as truthful and precise as possible to ensure that their answers will be treated in strict confidence. In the second part, demographic data from respondents in ICT businesses is shown. The independent variable, mediator variable, and dependent variables are discussed in the third part (Appendix 1).

The questionnaire will use a 5-point Likert scale, with 1 being "strongly disagree," 2 being "disagree," and 3 being "neither agree nor disagree." 4. I concur, and 5. I strongly concur. To improve answer quality, raise response rates, and lower respondents' "frustration level," a five-point Likert-type scale was adopted (Babakus and Mangold, 1992). The items on the questionnaire were also taken from earlier research (that employed the 5-Likert scale), preserving the scale's use for findings comparability and consistency. And respondents can more easily distinguish between five options than on a 7-point scale, thus reducing nuisance variance.

- Data Collection Instrument (The Questionnaire)

To better understand the link between talent management techniques and employee loyalty, this study will look at the role that employee happiness plays as a mediator. The ICT company respondents' demographic information was gathered, and the main data were gathered through a questionnaire. The questionnaire items examined the notions of employee happiness and employee loyalty, and the views of the respondents were significantly greater than the practices of talent management. The following is how the questionnaire was made:

An introduction was given to explain the study's principal goal and to assure them 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 involved gathering demographic data from the respondents; a total of (6) items needed to be answered. Table 6 represents these items.

Table 6: Demographic Items

DEM 1	the age of the individual respondent.
DEM 2	Gender of the individual respondent.
DEM 3	Education level of the individual respondent.
DEM 4	Job position of the individual respondent.
DEM 5	Length of Service of the individual respondent.
DEM 6	Monthly Income of the individual respondent.

Source: own editing (2022)

As shown in table 7, the second phase of the study comprises (40) questions concerning the independent variable, mediator variable, and dependent variables.

Table 7: Distribution of the Variable's Questions

The variable	Number of items that measure the variable	Questions number revered to each variable
Independent Variables (TM)	15 items	1-15
Talent planning	5 items	1-5
Talent attracting	5 items	6-10
Talent developing	5 items	11- 15
Mediator Variable	20 items	16-35
Instruct Satisfaction	12 items	16-27
District Satisfaction	8 items	28-35
Dependent Variable	5 items	36-40
Employees Loyalty	5 items	36-40

Source: own editing based on the literature (Brewer 1996, Du Plessis et al., 2010, Tseng and Wu, 2017).

In the second section of the questionnaire, respondents were tasked with rating their firm's adoption of TM practices, their level of happiness, and their views on loyalty. The questionnaire was adopted from previous studies (Brewer 1996; Du Plessis et al., 2010; Tseng and Wu, 2017), and all the scales are valid to determine how well the values from a measure

reflect the variables for which they were designed. These questionnaires are adopted because they should be valid, reliable, succinct, and clear; furthermore, they help fulfill the objectives that are set for this research. Using a previously validated questionnaire, researchers will be able to compare the new results to those from earlier studies. A 5-point Likert scale was used in the questionnaire, with the options being 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, and 5-strongly agree. The questionnaire's items were all drawn from ones that had previously been used to gauge each variable's component.

3.3. Research Materials and Techniques

3.3.1. 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.

3.3.2. Data Analysis Techniques

Following the completion of the research's data-gathering phase, the collected information was coded, categorized, and analyzed using the SPSS software. To describe the components of the sample and determine the extent to which talent management methods, employee happiness, and employee loyalty are factors in ICT sector enterprises in Jordan, descriptive and inferential statistical techniques were utilized.

The study made use of the most practical descriptive measures (percentages, standard deviations, and means). Additionally, Baron and Kenny's (1986) mediated regression approach was utilized to assess the regression analysis, as well as basic regression analysis to evaluate the study hypotheses. The overview of the statistical methods applied in this study is shown in table 8.

Table 8: Statistical Tests

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

Source: author's construction (2022)

3.3.3. Validity and Reliability

Validity is connected to accuracy, and if the instrument measures what it is aiming to measure, claim Sekaran and Bougie (2019), In the study, face validity and content validity were both observed. The researcher started by gathering and using scales that were utilized and created by other researchers that have the same interest area to establish face validity. To guarantee that the test was properly understood and that the answers provided were accurate, the test items were later translated into Arabic. The questionnaire was sent to academics in the same major to increase the scales' reliability, examine the clarity of the translation, and guarantee that the study instrument was well-designed and that all the items accurately assessed the relevant dimensions for each variable. Four academic and specialized individuals evaluated the questionnaire based on their remarks and suggestions. Construct validity is not a benefit in this study because the scales have already been developed and validated.

It is an indication of a biased (error-free) measurement when a measure is steady and consistent over time while using the same measuring tool to get the same results and outcomes under similar circumstances. Repeatability and internal consistency are two components of reliability. The "homogeneity of the items in the measure that tap the construct" is known as internal consistency (Sekaran and Bougie, 2019). Cronbach's coefficient alpha, which determines whether the items that are meant to measure the same thing are positively correlated as a set, is a common way to test internal consistency (Cronbach, 1946).

The typical range of Cronbach's alpha reliability is between 0.00 and 1.00 The internal consistency and dependability of the scale's items are also higher if the coefficient is closer to 1.0, according to Pallant (2005), who claimed that the minimal value of Alpha-Kronbach is 0.60.

4. RESEARCH FINDINGS AND THE EVALUATIONS

This chapter's mission is to provide the key findings clearly and concisely. Qualitative findings will be reported, as well as quantitative results, so the researcher will highlight and comment on the themes generated from the analysis using an appropriate technique. The goal of this chapter is to demonstrate the outcomes of the data collection and analysis for this study. The first section will illustrate qualitative data analysis and examine sample characteristics and the outcomes of responding to interview questions. The second section will cover the quantitative data analysis, which includes a detailed description of the demographic sample characteristics, the normalcy distribution test, the confirmatory factor analysis, and the descriptive statistics of the study variables. The outcomes of the research's hypothesis tests will next be discussed.

4.1. Qualitative Analysis

Finding out how much talent management is used by ICT sector firms and how these practices affect employee loyalty and satisfaction are the main reasons for using qualitative data. The quantitative analysis tool and literature review were used to guide the thoughtful questions that were used in the semi-structured interviews for the qualitative analysis. The objectives of the inquiries were to comprehend how optimum personnel management methods enhance employee loyalty and happiness. The research paradigm that was covered in Chapter 3 served as the foundation for these interview questions.

Additionally, the institutional framework is expanded upon through the analysis of qualitative data to identify contributing factors and difficulties, implement efficient talent management procedures, and enhance constructive organizational behavior. The impact of applying talent management strategies on satisfaction and loyalty is thoroughly examined in this chapter. To illustrate the macro-level extent to which talent management strategies are applied in the ICT industry and how they could affect workers' loyalty and happiness, the attention is on the managerial level instead of the workers' level.

4.1.1. Characteristics of the Sample

Twenty managers of organizations in the ICT sector in Jordan were contacted to conduct the interviews; four of them didn't answer and six rejected to participate according to the organization's policy, while the remaining ten accepted to participate in this research. Thus, 10 out of 20 interviews might be included for analysis, representing a 50% response rate. Table 9 shows the profile of participants and codes.

Table 9: Profile of Participants

Interviewee Code	Position	education	Working Experience	Organization size
M1	manager	Bachelor's	5-10	big
M2	Senior	Master	5-10	big
M3	manager	Bachelor's	16-20	small
M4	Supervisor	PhD	16-20	Medium
M5	manager	Master	11-15	small
M6	manager	Bachelor's	16-20	small
M7	manager	Bachelor's	11-15	big
M8	Supervisor	Bachelor's	5-10	Medium
M9	manager	Bachelor's	11-15	Medium
M10	manager	Bachelor's	16-20	small

Source: author's calculation 2022

The year of experience is also important to determine for the interviewees, as the table shows the years of experience of the managers are high. The table shows that the interviewees have training and experience in management, which means they can discuss the main talent management practices and how they would affect the employees' loyalty and satisfaction.

The education level is also important to be determined for the interviewees; the table shows the education level of the managers. This indicates that they were educated enough to understand the main concept of the research.

Since the purpose of the interview is to analyze the impact of talent management strategies from a managerial viewpoint, the position of the interviewers is also crucial. Table 9 demonstrates that 70% of the interviewees were managers, 20% were supervisors, and 10% were seniors, indicating that the questions were addressed from a managerial standpoint.

4.1.2 Interviews Content Analysis

However, this exploration does not address the "How" and "Why" questions from a managerial perspective. Instead, it aims to better understand the link between the factors by conducting a series of semi-structured interviews with businesses that were chosen at random for the study. The quantitative analysis has examined the relationships between talent management practices and employees' loyalty and satisfaction. Ten interviews with CEOs, HR managers, supervisors, and seniors from diverse ICT firms provided the qualitative data for this study. A thematic

approach was used following the preliminary findings of the quantitative analysis, and four key themes were established: strategic talent planning and resourcing, talent attraction and retention, talent development and training, and the effect of talent management practices on employees' obligation and satisfaction. Figure 12 summarizes the main themes which were inferred after analyzing the interviews.

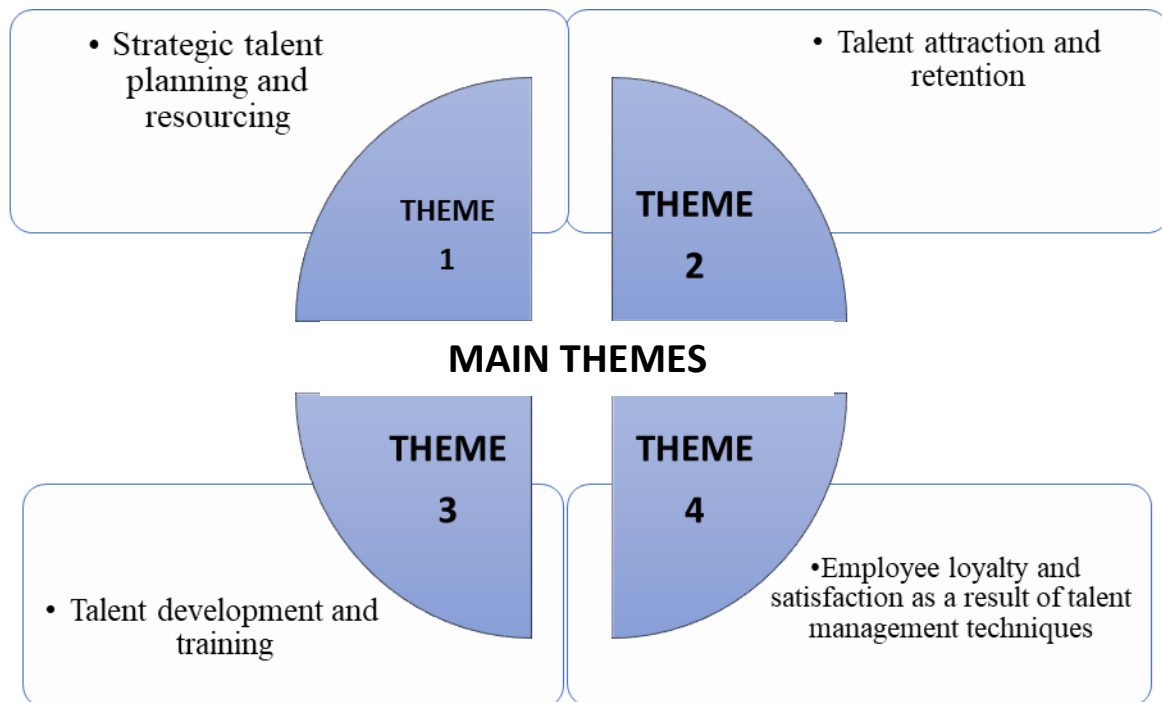


Figure 130 : Interviews` Themes

Source: author's construction (2022)

Using content analysis, researchers may measure and assess the prevalence, meanings, and correlations of certain words, ideas, or themes in qualitative data. Content analysis is a research technique for identifying the presence of particular words, subjects, or concepts in qualitative data (Sekaran and Bougie, 2019). The existence, meanings, and connections between particular terms, themes, or concepts will be counted and analyzed using content analysis. After analyzing the interviews, the similarities in the answers were collected under the same category, and accordingly, the themes of answers were created.

- Strategic talent planning and resourcing

Most interviewees indicated that planning talent needs is a critical challenge. However, very few interviewees in this research have explained how the talent planning process works in their organizations and how they determine their annual talent needs.

A senior manager gave the following example: *"We do have a real plan to recruit and hire outstanding individuals, and we are looking to maintain them by recommending to them a secure workplace environment. Typically, talented individuals have been employed by our company for a considerable amount of time"* (M 10).

Some survey participants claimed that personnel planning is an all-encompassing approach linked to the primary company strategy. It's critical to foresee future requirements and identify the necessary abilities in addition to determining the existing demands for skilled workers. Predicting the demands of the business is a significant difficulty, according to several managers in this study, along with keeping personnel.

"It is not only the human resources department's decision to hire and recruit talented employees. Moreover, it is important to have a clear structure of how a company plans for hiring, developing, and retaining talented employees" (M1).

"With the fast-paced environment changes nowadays, employers must have a clear vision of not only the current demand for the employees but what talent they'll require in the future to reach the organization goals" (M5).

"It is not an easy mission to know and predict the organization's talent needs since the criteria for choosing them changes according to the change in the labor market offers" (M7).

- Talent attraction and retention

The majority of respondents mentioned their struggles with finding and keeping their top performers, so the organization has to update its strategies to do so.

"Offering good opportunities to attract talented employees and convince them to stay is quite challenging, especially if the competition between companies is high. The company should know how to hunt talented employees by offering them good opportunities that match the organization's needs" (M3).

One of the managers confirmed that the organization's practices play an essential role in retaining talented employees.

"If you take care of your employees, some will leave because they are disengaged in their current role or workplace and not satisfied with the way that the organization is treating them. If you don't take care of their promotion, needs, and development, you will improve the whole

organization's performance, and if you don't have good offers and practices to keep them, they will leave" (M6).

One respondent indicated that if the organization did not reward and appreciate the high performance of talented staff, their tendency to leave the organization was very high.

"If you don't show respect and appreciation to the high-performing employees, they will definitely leave the organization and try to find another organization that will support and appreciate them" (M4).

"Financial support and promotion help a lot to keep talented employees in the organization; you need to have a clear plan on how to motivate them and how to promote them. We usually check the performance indicators and the annual appraisal to decide how to promote the employees" (M 9).

- Developing and Training

Strategic development approaches, according to certain respondents in this study, are more effective at enhancing talented employees' abilities and raising their productivity.

" I believe the organization has a sufficient skill pool. However, we still need to develop their abilities. For instance, some gifted employees possess the necessary aptitude for the position. However, they cannot coordinate the efforts of team members or employees" (M2).

Talented individuals can benefit from effective training and development programs that high-performing firms can adopt strategically to help them gain new information and enhance their abilities.

" The organization develops the employees in a lower time than any other organization. Since we are living in a world of very fast technological changes, the talented employees have a clear idea about innovation and creativity, and the organization's practices should match their expectations for this and how it will develop their competencies" (M4, M8).

However, a manager in this research indicated that it is not an easy mission to have a rigid and sustainable development plan for the long term.

"Our company has everything designed and formed on documents and records; however, there is no efficient implementation. Recently, our financial situation has not been the best, so we have had to cut costs from training and development, so we are not enrolling our talented employees in any efficient training programs" (M1, M6).

- Talent management strategies' effects on staff members' loyalty and satisfaction

When asked to describe and discuss their talent management strategies, human resources managers learned how the company develops, promotes, and retains talented workers.

" High-performing companies have their own central policies and vision that should be accomplished. Thus, plans may be employed as a part of talent management considering one of the organization's primary objectives is to maintain employee satisfaction and loyalty" (M9, M5).

" Talent management elements such as selection procedures, capabilities, and development approaches help to increase performance. As a result, appraisal systems will improve, and satisfaction will be affected through this" (M8).

"Salaries are an important factor in controlling satisfaction." If they are satisfied with the financial benefits, their performance will increase; if they are not happy, they will search for alternative options elsewhere" (M4).

" As much as you give your employees, as much as they will give you, they will be loyal if they felt that they are a part of the organization, and you don't give them what they deserve they will not be loyal and they will not take care about the performance" (M 2).

"There are many factors that affect an employee's loyalty and dedication, and if you want to increase an employee's dedication, you have to make these factors effective, such as promotion motivation and the work environment, and human resource management is responsible for improving employee engagement" (M4).

"Due to the emergence of the contemporary economy and the changing business environment, talent management is crucial for modern enterprises; thus, it helps businesses become more competitive and strategic." "So, investigating the effect of talent management is also important to see if it works or not. In our organization, we are focusing on productivity, but we also take care of our employees, and we try to make their time satisfied, engaged, and more loyal because we invested in their abilities, and we don't want to lose them" (M7).

The following table summarizes the main important results for the interviews:

Table 10: Main results of semi-structured interviews

1	Strategic talent planning and resourcing - Most interviewees indicated that planning talent needs is a critical challenge. - Personnel planning is an all-encompassing approach linked to the primary company strategy. - Predicting the demands of the business is a significant difficulty, according to several managers in this study, along with keeping personnel.
2	Talent attraction and retention - Finding and keeping their top performers is an obstacle. - Organizations' practices play an essential role in retaining talent. - The organization did not reward and appreciate the high performance of talented staff, and their tendency to leave the organization is high.
3	Developing and training - Strategic development approaches are more effective at enhancing talented employees' abilities. - Talented individuals can benefit from effective training and development programs that high-performing firms can adopt as strategies to help them gain new information and enhance their abilities. - It is not an easy mission to have a rigid and sustainable development plan for the long term.
4	Talent management and employees' loyalty and satisfaction - Through talent management strategies, human resources managers learned how the company develops, promotes, and retains talent. - Talent management elements such as selection procedures, capabilities, and development approaches help to increase performance. - Salaries are an important factor in controlling satisfaction. If they are satisfied with the financial benefits, their performance will increase. If they are not happy, they will search for alternative options elsewhere.

Source: author's calculation (2022)

The majority of participants said that their firms employ strategies for personnel management such as planning, development, training, and retention. However, several of the interviewees felt that talent management wasn't all that different from human resources procedures.

The respondents' explanations of the talent management concept were uniform and comprehensive. The majority of respondents also stressed how crucial it is to create an atmosphere where talent can flourish and advance, as well as to offer them enough salary and incentive systems, as keeping brilliant individuals on board is more difficult than finding them.

The interviewees' second main point was that businesses need to provide high-potential workers and top performers with chances for training and development so they may acquire the skills they need to boost the organization's performance and lessen their desire to leave.

The majority of the respondents stated that their firms had a particular talent management practice. However, talent management procedures are carried out indirectly through human resources management practices, according to 30% of interviewees.

4.2. Quantitative Analysis

4.2.1. Characteristics of the Sample

Out of 182 companies, 112 ICT related businesses in Jordan agreed to take part in the survey. 500 questionnaires were sent out to the intended sample, which was made up of all levels of employees. In total, 434 questionnaires were returned. Because of the missing data in (67) of these questions, they were disqualified from statistical analysis right away. In all, 367 out of 434 questionnaires could be analyzed, for a response rate of 60.

The demographic information about the study's respondents was provided in the questionnaire's first part. These factors include the respondents' age, gender, degree of education, employment status, length of service in the firm, and monthly income. Tables 10–15 present the characteristics of the respondents, respectively.

As represented in the table and according to the age variable, the highest percentage was for the employees aging between 20 and 29 years (57%), then 22% of the respondents were less than 30-39 years, and 6% were more than 50 years, which indicates the ICT firms are rich with young people.

Table 11 :Research respondents' age

Age	Frequencies	Percentage
20-29 years	209	0.57
30-39 years	80	0.22
40-49 years	54	0.15
50 years and above	24	0.07
Total	367	

Source: author's calculation (2022)

Most of these respondents hold bachelor's degrees (87 %) followed by master's degree holders (4%) giving the reliability of their required answers, thus the researcher can depend on their answers.

Table 12 :Research respondents' education level

Education level	Frequencies	Percentage
Secondary school	3	0.01

Two -year Diploma	18	0.05
Bachelors	318	0.87
Higher Diploma	7	0.02
Master	15	0.04
Doctorate	6	0.02
Tottal	367	

Source: author's calculation (2022)

And by looking at the respondents' job positions, the majority were employees; the percentage was 78%, followed by 10% for supervisors, and that supports the point that the research will study the employees' perspectives.

Table 13: Research respondents' job position

Job Position	Frequencies	Percentage
Employee	288	0.78
Senior	20	0.05
Supervisor	35	0.10
project manager	10	0.03
Department manager	14	0.04
Total	367	

Source: author's calculation (2022)

The ICT sector offers a lot of opportunities for employees to be apart from the firms that clear from the percentage of the length of services in the firm, the highest percentage goes for those who have been worked for (3-5) years (27 %) then followed by (24%) for how worked for (6-10), and it could be indicted for their loyalty for their firms.

Table 14 :Research respondents' experience

Experience	Frequencies	Percentage
less than one year	45	0.12
1- less than3 years	66	0.18
3- 5 years	100	0.27
6 - 10 years	88	0.24
more than 10 years	68	0.19
Total	367	

Source: author's calculation (2022)

Finally, the range of ICT industry pay for employees who worked for 3-5 years is (1000\$–2499\$); the percentage was 57%, followed by 27% for those who paid them between (500\$–999\$), which means that the employees in the ICT sector are well paid.

Table 15:Research respondents' monthly income (\$).

Monthly income	Frequencies	Percentage
lower than 500 \$	44	0.12
500\$ -999\$	98	0.27
1000\$ -2499\$	208	0.57
2500\$ - 4999\$	15	0.04
Above 5000 \$	2	0.01
Total	367	

Source: author's calculation (2022)

4.2.2. Normality Test

The purpose of the normality distribution test, or whether data are distributed normally or not, as a consequence, the skewness test and the Kurtosis test were employed to determine whether or not the study's findings could be applied to all populations. As a consequence, proof that the

data is normally distributed will be provided if the skewness test result falls between the range of (-2) and (2).

Table 16: Normality test

Variables	Skewness		kurtosis	
	Statistic	Std. E	Statistic	Std. E
Talent planning	-0.778	0.116	-1.14	0.362
Talent attracts	-0.003	0.116	0.31	0.362
Talent develops	1.435	0.116	2.32	0.362
Talent management practices	-0.572	0.116	0.86	0.362
Employees' satisfaction	0.124	0.116	-1.21	0.362
Employees 'loyalty	0.284	0.116	-0.80	0.362

Source: author's calculation (2022)

The findings of the previous table make it evident that all skewness values were between -2 and 2. This shows that the data is distributed properly, and the sample's findings may be extrapolated to the entire population (West et al., 1995).

4.2.3. Confirmatory Analysis

Confirmatory factor analysis (CFA) is a statistical technique for demonstrating the validity of a collection of variables' structural relationships. Confirmatory factor analysis (CFA) is regarded as a tool used to verify or reject the measurement instrument because the researchers can determine the number of factors that are required in the data, which is used to measure a variable that is associated with a latent variable, and if the number of items loaded to each

variable is related to that variable (Rao and Sachs, 1999). Also, it is a subset of structural equation modeling that focuses exclusively on measurement scales. It examines the connections between observed scales or indicators (such as research instruments, test results, and systematic behavioral observation), Establishing the number and types of factors that explain the variance and covariation among a group of indicators is the aim of latent variable measurement models. An unobservable quantity called a factor impacts many observed measurements and explains relationships between these observed measures. In another way, the observable measurements are associated because they have the same root cause (i.e., they are affected by the same underlying construct) (Sekaran and Bougie, 2009). In the following part, the CFA will test for each variable of the study.

Talent Management Practices Confirmatory Factor analysis

The testing results (CFA) are shown in table 16 as follows:

Table 17: Model fit indices for the TM

Standardized Regression Weight				<u>Indices</u>	<u>Values</u>
TP5	<---	F1	0.654	Chi-Square	406.785
TP4	<---	F1	0.719	DF	87
TP3	<---	F1	0.698	Minimum Discrepancy	4.654
TP2	<---	F1	0.787	Probability Level	0.000
TP1	<---	F1	0.712	CFI	0.937
TA5	<---	F2	0.609	GFI	0.877
TA4	<---	F2	0.624	RMSEA	0.081
TA3	<---	F2	0.559	NFI	0.912
TA2	<---	F2	0.933		
TA1	<---	F2	0.944		
TD5	<---	F3	0.829		
TD4	<---	F3	0.938		
TD3	<---	F3	0.94		
TD2	<---	F3	0.75		
TD1	<---	F3	0.528		

TP: Talent Planning, **TA:** Talent Attract, **TD:** Talent Develop.

Source: author's calculation (2022)

The chi-square value was (406.785) based on the values above, which is statistically significant at the level of 0.05. Additionally, the results from the above analysis demonstrated that the minimum discrepancy value is (4.654), which was obtained by dividing the chi-square value by the DF. As a result, the results demonstrated good homogeneity, in contrast to Arbuckle (2008), who suggested that the value of the minimum discrepancy should fall between 1 and 5.

Furthermore, the table revealed that the Goodness of Fit Index (GFI) reflects the quality of homogeneity, with a value of 0.877 near (1.00) indicating full compatibility. The findings also revealed the Comparative Fit Index (CFI) and the value of the NFI, which were 0.93 and 0.912, respectively, and the values were near (1), indicating that the model is fit. The findings also revealed the value of the Root Mean Square Error of Approximation (RMSEA), which should be less than (0.1), and it was found to be less than that (0.081). This finding provides yet another indication that the model is well-fit. The standardized regression weight values are the most important point. The preceding findings show that all standardized regression weight values are greater than 0.4, indicating that each question is connected to the same variable (Hair et al., 2010).

Satisfaction confirmatory factor analysis

Table 18: Satisfaction' confirmatory factor analysis

Model fit Indices for the ES					
Standardized Regression Weight				<u>Indices</u>	<u>Values</u>
ES20	<---	F1	0.725	Chi-Square	2.805
ES19	<---	F1	0.747	DF	2
ES18	<---	F1	0.672	Minimum Discrepancy	1.372
ES17	<---	F1	0.670	Probability Level	0.036
ES16	<---	F1	0.783	CFI	0.989
ES15	<---	F1	0.986	GFI	0.952
ES14	<---	F1	0.978	RMSEA	0.097
ES13	<---	F1	0.763	NFI	0.849
ES12	<---	F2	0.659		
ES11	<---	F2	0.586		
ES10	<---	F2	0.993		

ES9	<---	F2	0.948		
ES8	<---	F2	0.873		
ES7	<---	F2	0.918		
ES6	<---	F2	0.636		
ES5	<---	F2	0.567		
ES4	<---	F2	0.913		
ES3	<---	F2	0.945		
ES2	<---	F2	0.843		
ES1	<---	F2	0.927		

Es: Satisfaction

Source: author's calculation (2022)

The chi-square value was (2.805), which is statistically significant at the level of the results above (0.05). Additionally, the results above demonstrated that the minimum discrepancy value is (1.372), which was obtained by dividing the chi-square value on DF; this indicated a good level of homogeneity, in contrast to Arbuckle (2008), who claimed that the value of the minimum discrepancy should range between (1 and 5). The Goodness of Fit Index (GFI), which measures homogeneity, is also included in the table. Its value was (0.952), which is near (1.00), which denotes complete compatibility. The findings also indicated a Comparative Fit Index (CFI) value of 0.989 and a Numerical Fit Index (NFI) value of 0.849, both of which were near (1) and suggest that the model is fit. The findings also revealed the root mean square approximation error (RMSEA) value, which should be less than 0.1 but was 0.097%. This result provides an additional sign that the model is accurate. And the normalized regression weight values are the most important aspect. The findings shown above clearly show that all standardized regression weight values are higher than 0.4, indicating that each question is connected to the same variable (Hair et al., 2010).

Confirmatory Factor Analysis of Employee Loyalty.

Table 19: Employees' Loyalty Confirmatory Factor Analysis

Model fit Indices for the L					
Standardized Regression Weight				<u>Indices</u>	<u>Values</u>
L5	<---	F1	0.722	Chi-Square	13.87

L4	<---	F1	0.798	DF	5
L3	<---	F1	0.709	Minimum Discrepancy	3.009
L2	<---	F1	0.748	Probability Level	0.017
L1	<---	F1	0.578	CFI	0.974
				GFI	0.996
				RMSEA	0.078
				NFI	0.891

El: Employee's Loyalty

Source: author's calculation (2022)

The value of chi-square in the aforementioned findings was 13.87, which is statistically significant at the level of 0.05. Furthermore, the above results showed that the minimum discrepancy value is 3.09, which was obtained by dividing the chi-square value on DF, indicating that the results expressed the level of homogeneity, which is nice, whereas Arbuckle (2008) asserted that the value of the minimum discrepancy should range between 1 and 5.

The table also demonstrated that the goodness of fit index (GFI), which measures homogeneity, was near (1.00, signifying full compatibility), with a value of 0.9966. The findings also included the Comparative Fit Index (CFI) and the value of the NFI, both of which were near 1 and had values of 0.97 and 0.981, respectively. This shows that the model is fit. The findings also revealed the root mean square approximation error (RMSEA) value, which should be less than 0.1 but was 0.064. This finding adds more proof that the model is appropriate. And the normalized regression weight values are the most important aspect. The findings shown above clearly show that all standardized regression weight values are higher than 0.4, indicating that each question is connected to the same variable (Hair et al., 2010).

4.2.4. Reliability Test

Consequently, it is a sign of a biased (error-free) measurement since it mostly has to do with how the measure is stable and consistent when using the same measuring tool repeatedly to arrive at the same conclusions and results under similar circumstances.

Repetition and internal consistency are two components of dependability. The "homogeneity of the items in the measure that tap the construct" is known as internal consistency (Sekaran and Bougie, 2009). Cronbach's coefficient alpha (Cronbach, 1946), which determines whether the items that are meant to measure the same thing are positively correlated with each other as

a set, is typically used to evaluate internal consistency. The study's Cronbach's alpha coefficients are shown in table (19).

Table 20: Cronbach's Alpha Coefficients

Study construct	Number of Items	Cronbach's Alpha Values
Talent Planning	5	0.848
Talented Attract	5	0.874
Talent Develop	5	0.924
Satisfaction	20	0.782
Employees' Loyalty	5	0.819
All variables	40	0.733

Source: author's calculation (2022)

The typical range of Cronbach's alpha reliability is between 0.0 and 1.0. The internal consistency dependability of the scale's items is also higher if the coefficient is closer to 1.0, according to Pallant's (2005) recommendation that the minimum Alpha Cronbach's alpha value be (0.6). The table demonstrates the dependability of each research variable. As it is shown and reported in the previous table, the Cronbach's alphas reported in this research for the measures noted earlier were all above the normally acceptable level.

Alpha values reported in this research for the propensity to trust scale;0.712 in the talent planning sample is 0.848, in the talented attract sample is 0.874, in the Talent develop sample is 0.924, in the satisfaction is 0.782, and employees' loyalty is 0.819.

Given that the alpha value for the propensity to trust across samples was only marginally above the generally accepted level for all samples, the total value was 0.733. The reliability coefficients for the study variables exceed the acceptable level of Cronbach's alpha, suggesting good to very good internal reliability.

4.2.5. Descriptive Statistics

Descriptive statistics is a technique used to show how the respondents have interacted with the items in the questionnaire (Sekaran and Bougie, 2009). This lets the researcher determine the main trends in this study and recognize if any biases or errors happened before doing any further analysis for detailed data. The most common approach to obtaining this is by finding the central tendency measures obvious by the mean and the dispersion measures (variability)

obvious by the standard deviation for each variable of talent management practices, satisfaction, and employees' loyalty. as well as the level of importance. To allow respondents to express how much they agree or disagree with each question in the survey, a Likert scale from 1 to 5 will be used.

Thus, the degree of relevance for the research item has been categorized into three groups based on the following equation: high level of importance, medium level of importance, and low level of importance.

$$\text{Category length} = (\text{upper limit} - \text{lower limit}) / \text{the number of levels}$$

$$\text{Category length} = (5-1) / 3 = 4/3 = 1.33 \text{ and thus the levels are as follows:}$$

Low level of importance: 1-2.33

Medium level of importance: 2.34-3.67

High level of importance: 3.68-5

Table 20 shows the mean and standard deviation for tracking talented employees' items.

Table 21: Descriptive statistics of talent planning variable

Items of Talent planning	Mean	SD	Relative Importance
1- The company is adequately staffed at all levels.	4.54	0.499	High
2- The pay scale is competitive.	4.81	0.389	High
3- The company's staff is diversified, with employees from many backgrounds.	4.73	0.444	High
4- Senior management and executive levels are adequately diverse.	4.61	0.488	High
5- In terms of bench strength and hiring methods, "most vital occupations" are prioritized.	4.86	0.352	High
All Items	4.71	0.43	

Source: author's calculation (2022)

Talent planning, this variable was measured using a 5 item scale developed by Du Plessis et al. (2010) to assess the level of talent work force planning ,this 5 items scale was specifically designed to assess the strategic personnel plan into action, It's similar to the process via which the company modifies its talent supply in response to changing business and organizational needs.

The means and standard deviations that are presented show that the mean scores for most of the items were high. The highest value was scored for the fifth item (in terms of bench strength and hiring methods, "the most vital occupations" are prioritized); the value is 4.86; this may indicate that ICT firms pay high attention to talent planning and hiring policies; they take into consideration many factors that make workforce planning more effective and efficient and offer the firm a competitive edge to create a future workforce that is capable of filling the needs.

One observation made was that the following second score of mean was for the second item (the pay scale is competitive); the value is 4.81, which might indicate the ICT sector companies planned the wages and compensation benefits.

By contrast, the mean score levels of the fourth item (Senior management and executive levels are adequately diverse) scored the lowest value at 4.61, which would indicate employees believe that diversity equals access to many ways of thinking and a range of individual and cultural perspectives. This is sometimes referred to as "thinking outside the box." A corporation won't be forced into one style of thinking if its administration and personnel are varied. It is noticed that from the previous table, the overall mean for talent planning is 4.71, with a high level of relative importance, which indicates a high level of workforce planning.

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Table 22: Descriptive Statistics of Talent Attract Variable

Talent Attract	Mean	SD	Relative Importance
6- The organization has the potential to recruit elite personnel.	4.78	0.415	High
7- Prospective workers find the Employment Brand to be strong and attractive.	4.89	0.309	High

8- New workers get off to a quick and productive start.	4.91	0.290	High
9- Internal employee recommendation schemes are commonly utilized to attract new personnel.	4.93	0.261	High
10- The hiring process is swift and productive, with a focus on "quality of hire."	4.94	0.244	High
All Items	4.89	0.067	

Source: author's calculation (2022)

Talent attract, this variable was measured using a 5 item scale developed by Du Plessis et al.(2010) to assess the level of talent attract ,this 5 items scale was specifically designed to assess the capability to attract the ideal individuals for the organization, whether you have a search underway and you are looking for active applicants or there is no search on and you are looking for passive individuals.

The means and standard deviations that are presented show that the mean scores for most of the items were high. The highest value was scored for the fifth item (the hiring process is swift and productive, with a focus on "quality of hire"); the value is 4.94; this may indicate that the assessment of the value that a new employee provides to a business and how much they contribute to the total bottom line of a business through their own job, and moreover, a competent recruiting procedure may assist you in attracting and retaining high-quality personnel. Using technology, reputation management, and correct job descriptions, you can improve your talent acquisition process.

One observation made was that the following second score of mean was for the second item (Internal employee recommendation schemes are commonly utilized to attract new personnel), the value is 4.93 this might indicate the ICT sector companies Create an engaged workforce and increase employee retention.

By contrast, the mean score levels of the fourth item (The organization has the potential to recruit elite personnel) scored the lowest value at 4.78, which would indicate that the employees think the organization has the capacity to attract top talent, internal job posting programs can give you more than just skilled candidates, and promotions from the inside are more likely to attract and keep competitive, career-oriented people.

Regarding tracking the talented employee's dimension, the results indicate that ICT firms apply Some practices for Attracting talented employees, it's a good extent with an overall mean of

(4.890) and high relative importance, that's referred to the ICT firms working environment which characterize by having good practices and programs make it attractive for talents.

Table 23: Descriptive statistics of talent develop variable.

Talent Develop	mean	SD	Relative Importance
11- Top performers are challenged to enhance their abilities and advance in their jobs.	4.87	0.33	High
12- Coaching, mentorship, and demanding tasks are the key growth tactics.	4.95	0.22	High
13- Communication with employees is regular, meaningful, and two-way.	4.90	0.29	High
14- All staff have individual growth plans in place.	4.89	0.34	High
15- Managers are held accountable for their workers' progress.	4.93	0.24	High
Total items	4.91	0.29	

Source: author's calculation (2022)

Talent develop: this variable was measured using a 5-item scale developed by Du Plessis et al. (2010) to assess the level of talent development. This 5-item scale was specifically designed to assess the activities and projects undertaken by the business to enhance employee development. Also, the processes and programs that are designed to meet corporate demands as well as the objectives and preferences of team members are essential for successful talent development.

The means and standard deviations that are presented show that the mean scores for most of the items were high. The highest value was scored for the second item (coaching, mentorship, and demanding tasks are the key growth tactics), 4.95, which indicates that identifying, developing, and advancing workers within a company are all parts of talent development. Businesses gain from it because it helps their workers develop and hold onto crucial strategic skills. Additionally, it fosters professional growth for certain personnel.

One observation made was that the following second score of mean was for the fifth item (managers are held accountable for their workers' progress); the value is 4.93, which may indicate that the managers are responsible for providing employees with a clear development

plan on a regular basis. Along with determining training needs, creating curricula, and organizing courses, a talent development manager's objective is to train staff in a way that upholds the company's or organization's values and motivates strong personnel to stay.

By contrast, the mean score levels of the first item (Top performers are challenged to enhance their abilities and advance in their jobs) scored the lowest value at 4.87, which would indicate that the employees think top performers are aware that they may advance their careers by enhancing their current competencies and learning new ones.

Regarding tracking the talented employee's dimension, the results indicate that ICT firms apply Some practices for Attracting talented employees, it's a good extent with an overall mean of (4.890) and high relative importance, that's referred to the ICT firms working environment which characterize by having good practices and programs make it attractive for talents.

Overall, the mean for talent development is 4.91. According to the previous table, the relative importance is high for all of the items.

Table 24: Descriptive statistics of satisfaction

Satisfaction	Mean	Std. Deviation	Relative Importance
16 - Being capable of staying working all of the time.	4.90	0.333	High
17- The opportunity to work alone on the job.	4.81	0.418	High
18- The opportunity to try new things from time to time.	4.84	0.380	High
19- The opportunity to try new things from time to time.	4.87	0.351	High
20- The opportunity to be "someone" in the community.	4.88	0.337	High
21- Being able to do activities that do not violate my conscience.	4.75	0.455	High
22- The opportunity to experiment with my own techniques of completing the work.	4.73	0.461	High

23- The sense of achievement I receive from my work.	4.86	0.359	High
24. The ability to instruct others what to do.	4.83	0.408	High
25- The opportunity to perform something that puts my skills to use.	4.76	0.428	High
26- My job structure ensures consistent employment.	4.83	0.380	High
27- The opportunity to accomplish things for others.	4.85	0.357	High
28- My boss's management of his or her employees.	4.87	0.335	High
29- My supervisor's decision-making abilities.	4.75	0.432	High
30- How department policies are implemented.	4.90	0.298	High
31- My income and how much labor I do.	4.85	0.355	High
32- Opportunities for progression in this position.	4.78	0.413	High
33- The compliments I receive for performing a good job.	4.83	0.380	High
34- The working environment.	4.78	0.412	High
35- My coworkers' relationships with one another.	4.84	0.365	High
Total Items	4.83	0.38	

Source: author's calculation (2022)

Satisfaction, this variable was measured using a 20 items scale developed by Brewer (1996), to assess the level of satisfaction, this 20 items scale was specifically designed to express how pleased or satisfied employees are with aspects such as their work, the engagement, and the organizations they work for.

The means and standard deviations that are presented show that the mean scores for most of the items were high. The highest value was scored for the first and fifteenth items (being capable of staying working all the time) and how department policies are implemented. 4.90, which indicates that employees who are happy stay longer and produce better work; managing these elements will assist in inspiring workers and offering more pleasure.

One observation made was that the second highest mean score was for the fifth item (the opportunity to be "someone" in the community), and the value was 4.88. This may indicate that employees who are engaged are driven to come to work every day and go above and beyond to support their organizations.

By contrast, the mean score levels of the seventh item (the opportunity to experiment with my own techniques of completing the work) scored the lowest value at 4.73, which would indicate that the employees think the chance to test out their own methods for finishing the assignment is controlled by the organization.

The result reveals that the employees were highly satisfied with ICT firms. The majority of respondents said that when they feel good about their job and working environment, they are highly satisfied with their jobs; the overall mean value for satisfaction is 4.830, with high relative importance in ICT firms.

Table 25: Descriptive statistics of employees' loyalty variable

Employees' loyalty	Mean	Std. Deviation	Relative Importance
36- I've never considered quitting.	4.76	0.429	High
37- I am willing to put in long hours for the organization.	4.80	0.404	High
38- I am eager to put in long hours for the company.	4.83	0.382	High
39- I am prepared to put my own interests aside for the sake of my firm.	4.88	0.328	High
40- I would only resign if my firm's overall performance was declining (Reverse coding).	4.95	0.222	High
Total items	4.84	0.35	

Source: author's calculation (2022)

Employees' loyalty, this variable was measured using a 5-item scale developed by Tseng and Wu (2017) to assess how much a business respects and believes in their staff. Whether or not the employee will be devoted to their business will depend on this; when workers feel

appreciated and valued, they are more loyal to their companies. The means and standard deviations that are presented show that the mean scores for most of the items were high. The highest value was scored for the fifth item, "I would only resign if my firm's overall performance was declining (reverse coding)" (4.95), which indicates that loyal workers are less inclined to resign, hunt for other employment, or criticize their company. They put forth more effort and take greater pride in their job. One observation made was that the second highest mean score was for the fifth item (I am prepared to put my own interests aside for the sake of my firm). , the value is 4.88; this may indicate that their organization is a priority and they'll put more effort into their job, come up with fresh ideas, and go above and beyond. By contrast, the mean score levels of the first item (I've never considered quitting) scored the lowest value at 4.76, which would indicate that the employees are loyal workers who are not only dedicated to the success of your company, but they also work hard for it. Loyal employees not only work hard for their compensation, but they are also committed to your company's success, however they might quit. In the overall mean of employees' loyalty, which is 4.84, with high relative importance, the result shows that the employees were highly loyal in ICT firms; most respondents are highly loyal to their job and firms.

4.2.6. Correlation Analysis

To ascertain the magnitude and direction of the association between these factors, the relationship between the study's variables will be examined. Additionally, this test will be performed to evaluate the accuracy of the analysis that tested the effect's hypothesis. Thus, if there is a relationship between variables, it is not necessary for there to be an effect, but if there is an effect between variables, there must be a relationship between them. The following correlation test was conducted using the SPSS analysis program):

Table 26; Correlations

	TM	ES	L
TM	1		
ES	.442**	1	
L	.770**	.402**	1

Source: author's calculation (2022)

Table 25 shows that every correlation between the variables was statistically significant at the significance level (0.05). This implies a link between the variable and the study's variable.

4.3. Testing Hypotheses

This section is focusing on testing the alternative hypotheses (denoted by H1) which are supposed to be correct but tested for probable rejection. Identify the mediating role that satisfaction plays in the link between talent management and employee loyalty in the ICT sector of Jordan to address the study's inquiries concerning this relationship. The primary research hypothesis, that talent management strategies have a considerable beneficial impact on workers' loyalty, was tested using regression analysis. The null hypothesis would be disregarded if the p-value was greater than, equal to, or less than a threshold of significance (-level). The alternative hypothesis could not be ruled out, however, if the value was greater than the α -level.

H1. Talent management and satisfaction have a good association.

The outcomes of testing this major hypothesis are shown in table (26):

Table 27: Model Summary of the first main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R ²
F2	<---	F1	0.119	0.042	0.002	0.030

F1: Talent Management Practices, F2: Satisfaction

Source: author's calculation (2022)

The value of R² for satisfaction is 0.030 in the table, indicating that talent management techniques can explain 3.00% of the variation in satisfaction. The results show that TM has a statistically significant positive influence on satisfaction at the 0.05 level of significance, where (0.000) is less than (0.05) and the effect value is positive (0.119). This indicates that a one-unit increase in TM will increase satisfaction by 1% (0.119).

H1.1: There is a favorable association between talent force planning and satisfaction.

H1.2: There is a link between talent recruitment and satisfaction.

H1.3: There is a favorable association between talent development and satisfaction.

Table 28: Model Summary of the three-sub hypotheses

Variables		Estimate	S.E.	P-value (sig)	R ²
-----------	--	----------	------	---------------	----------------

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:** Satisfaction.

Source: author's calculation (2022)

According to table 27, the employee happiness R2 value is 0.028, which indicates that 2.8% of the variation in satisfaction can be accounted for by talent and force planning. The findings demonstrate that talent force planning has a statistically significant positive impact on satisfaction at the level of significance (0.05) when the statistical significance value (0.000) is less than (0.05) and the effect's value is positive (0.118). This demonstrates that the expectation for the satisfaction of the workforce rises by one unit with each additional unit in talent force planning (0.118). Additionally, the talent attracts independent variable has an R2 for workers' satisfaction of 0.027, indicating that it may explain 2.7% of the variation in satisfaction. The findings demonstrate that, at the level of significance (0.05), when the statistical significance value (0.000) is smaller than (0.05), talent recruitment has a positive statistical influence on satisfaction (0.181). This shows that an increase of one unit in talent acquisition is anticipated to result in a rise of one unit in satisfaction (0.18). However, when talent development is the independent variable, the value of R2 for employee happiness is 0.033, indicating that talent attraction can explain 3.3% of the variance in employee contentment. The findings demonstrate that, at the level of significance (0.05), when the statistical significance value (0.000) is smaller than (0.05), talent recruitment has a positive statistical influence on satisfaction (0.190). This demonstrates that an increase in one talent development unit is anticipated to result in a rise of one unit in satisfaction (0.190).

H1.4: Intrinsic satisfaction and talent management are positively correlated.

H1.5: Extrinsic satisfaction and talent management are positively correlated.

Table 29: Model Summary of the fourth, and fifth sub hypotheses

Variables			Estimate	S.E.	P-value (sig)	R ²
F2	<---	F6	0.224	0.062	0.000	0.057
		F7	0.523	0.063	0.003	0.028

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

Source: author's calculation (2022)

According to table 28, the intrinsic employee happiness R2 value is 0.057, which indicates that talent management strategies can explain 5.70% of the variation in intrinsic satisfaction. The findings indicate that at the level of significance (0.05), when the statistical significance value (0.000) is smaller than (0.05), TM has a statistically significant positive impact on intrinsic employee happiness (0.224). This indicates that the increase of one unit in talent management practices is expected to increase intrinsic satisfaction by 0.224. The results also demonstrate that talent management strategies may explain 2.80% of the variation in extrinsic workers' happiness, with an R2 value for extrinsic satisfaction of 0.028. The findings indicate that at the level of significance (0.05), when the statistical significance value (0.000) is smaller than (0.05), TM has a statistically significant positive impact on extrinsic satisfaction (0.523). This demonstrates that the happiness of extrinsic workers is anticipated to rise by one unit with each unit's improvement in talent management techniques (0.523).

H2. Talent management techniques have a statistically significant and favorable impact on workers' loyalty.

The findings of verifying this second hypothesis are shown in the following way in the table (29):

Table 30: Model Summary of the second main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R ²
F8	<---	F1	0.550	0.069	0.000	0.340

F1: Talent Management Practices, **F8:** Employees' loyalty

Source: author's calculation (2022)

The value of R2 for an employee's loyalty is (0.034), according to table 29, which suggests that talent management strategies may explain (3.40%) of the variation in satisfaction. The findings indicate that TM increases employee loyalty statistically at the level of significance (0.05), where the statistical significance value (0.000) is smaller than (0.05) and the effect's value is positive (0.550). This shows that the anticipated gain in employee loyalty from TM practices is one unit (0.550).

H3. Employee happiness has a statistically substantial and favorable impact on employees' loyalty.

Table (30) presents the findings of the test of this primary hypothesis as follows:

Table 31: Model Summary of the third main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R ²
F8	<---	F2	0.243	0.064	0.000	0.076

Satisfaction, **F8**: Employees' loyalty

Source: author's calculation (2022)

According to the table, employee loyalty has an R² value of 0.076, meaning that employee happiness can explain 7.60% of the variation in employee loyalty. The findings demonstrate that, at the level of significance (0.05), when the statistical significance value (0.000) is smaller than (0.05), satisfaction has a statistically significant beneficial impact on employee loyalty (0.243). This shows that the projected gain in employee loyalty is one unit for every unit of higher employee happiness (0.243).

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

Regression analysis, using Baron and Kenny's (1986) mediated regression approach, was utilized to assess the mediation impact on satisfaction. Mediation is a supposed causal sequence in which the first variable (independent) impacts a second variable (mediator), which in turn affects a third variable (dependent), and the mediator variable serves to explain the nature of the link between the dependent and independent variables:

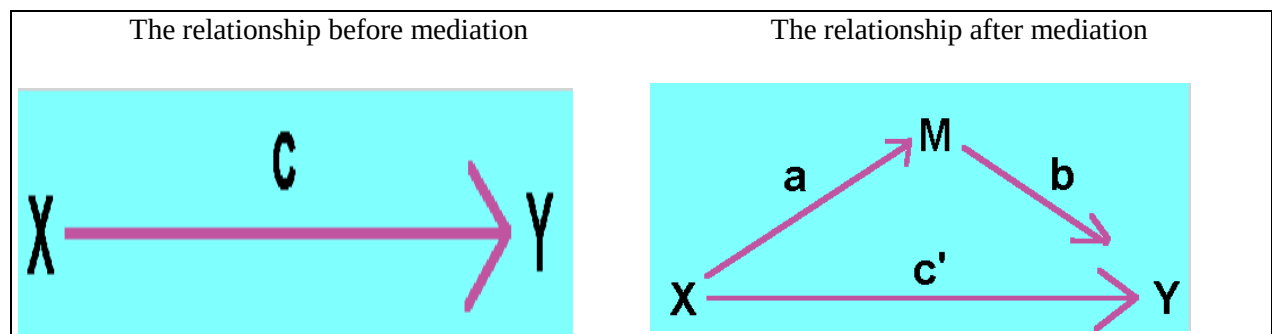


Figure 13: Mediation effect

Source: Baron and Kenny's (1986)

The routes (a, b) depict a direct effect; however, the mediation effect, which is an indirect impact caused by X driving to Y through M, depicts the fraction of the link between X and Y that is mediated by M. Baron and Kenny (1986) proposed a method for analyzing the mediation effect by doing regression analyses in three phases. First step: apply a straightforward

regression analysis with X anticipating M to test for path A by itself (each talent management strategy ON workers' loyalty), and then go to the second step with X anticipating Y to test for path C by itself (each talent management strategy ON employees' loyalty). Third and last, step three does a straightforward regression analysis with X and M anticipating employee happiness and talent management techniques as dependent variables. The outcomes of these three regression phases were then scrutinized to see whether any mediating relationships emerged. Four requirements must be completed, in the opinion of Baron and Kenny (1986), to identify a mediation relationship:

1. A strong correlation exists between the mediator workers' happiness and the predictor talent management techniques (Step 1).
2. Significant employees' dedication and employees' loyalty (Step 2)
3. According to Step 3, the mediator's workers' loyalty and job happiness have a significant link.
4. Finding zero-order correlations between the variables is the primary goal of Steps; if one or more of these interactions are negligible, researchers typically conclude that mediation is not feasible. The mediation is depicted in the following figure:

Table 32: The mediated regressions results gained from steps 1-3

	Chi ²	DF	chi2/df	GFI	CFI	RMSEA	SIG	EFFECT	Sig
F1- F5	2319.385	624	4.030	0.904	0.911	0.0129	0.000	0.170	0.003
F1F3								0.105	0.008
F1F5								0.158	0.002
F5- F3								0.561	0.000
F1- F5								0.159	0.002

F1: TM practices, **F3** Employees' loyalty, **F5** satisfaction *Source: author's calculation (2022)*

Based on the results and compared with previous analysis for relationships, the independent variable (TM) has an effect on employees' loyalty with a statistically significant significance of (0.008), which is less than (0.05), and the effect's value is (0.0105), which is smaller than the value of (0.076). Before inserting the mediating variable (.243) in the preceding table, it

should be noted that the effect of the independent variable on the median was statistically significant at the significance level (0.05). (0.003). The mediating variable had a statistically significant influence on employee loyalty (0.000). And because the independent variable (talent management) has a significant effect on the mediating variable (satisfaction) and the mediating variable has a significant effect on the dependent variable (loyalty), the value of the effect is reduced, indicating a decrease in the value of the effect (partial mediation).

According to the findings of the hypothesis testing and assessment of mediating models, all of the research null hypotheses were accepted, showing that there is a statistically significant relationship between TM practices and employee loyalty. Furthermore, employee happiness has a statistical influence on the association between TM practices and employee loyalty. The following table (32) depicts the testing findings and hypotheses of all hypotheses:

Table 33: Hypotheses summary

Hypothesis	Result
H1. A positive relationship exists between talent management and satisfaction.	Accepted
H1.1: A positive relationship exists between talent force planning talent and satisfaction.	Accepted
H1.2: A positive relationship exists between talent attraction and satisfaction.	Accepted
H1.3: A positive relationship exists between talent development and satisfaction	Accepted
H1.4: A positive relationship exists between talent management and intrinsic satisfaction.	Accepted
H1.5: A positive relationship exists between talent management and 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 satisfaction on employees' loyalty.	Accepted

H4. the positive effect between TM practices and employees' loyalty will be mediated by satisfaction.	Accepted
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Source: author's calculation (2022)

According to the findings of the preceding hypothesis testing, all hypotheses were accepted, showing that these talent management methods have a statistically significant influence on dedication and loyalty.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The goal of this study was to provide a comprehensive knowledge of the major behaviors affecting workers' loyalty and satisfaction in Jordan's ICT industry. Thus, to verify the theories put forth in this research, significant practices were selected and rationally examined. Employee happiness was shown to be a mediating element that affects the loyalty of talented individuals. This research considered organizational behaviors in addition to those at the individual level. Thus, to further develop and examine managers' viewpoints as well as answer the study question, qualitative research was conducted. Additionally, the quantitative phase was used to explain workers' opinions.

- 1- According to the results of Hypothesis 1 testing, the use of talent management practices had a favorable impact on satisfaction. According to the results of the interviews, businesses would increase their brilliant workers' satisfaction and achieve high levels of loyalty if they recognized and honored them for their substantial and unique contributions. This conclusion is consistent with earlier research that looked at the same factors. While Collings and Mellahi (2009) observed that talent management has been founded as a method to promote improved job happiness, Luna-Arocas and Morley (2015) found that talent management influences several employees' work attitudes, including satisfaction and affective employee dedication. In their study, Louis et al. (2022) said that talent management is a smart strategy for keeping people and regulating their happiness.
- 2- The findings revealed that training and rewarding talented employees are essential to increasing satisfaction, which has proven to be important for employee retention. Thus, organizations that are devoted to employee training and development are recognizing that developing and training talented employees will lead to higher satisfaction levels, positive attitudes, higher productivity, and knowledge transfer among 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.
- 3- The findings indicated that talent management techniques have an impact on satisfaction, but they have a greater impact on extrinsic satisfaction, which suggests that the organization can exert more control over it by improving the work environment, work benefits, and management policies. The extrinsic aspects of jobs are directly

related to the work environment, which includes the social and physical organizational environment that works in concert with the manager (Lu et al., 2017).

- 4- The results of Hypothesis 2 testing revealed that talent management techniques impact employee loyalty and play an important role in influencing employee attitudes such as dedication and loyalty, and these findings are similar to what other researchers discovered earlier in their studies (Li et al., 2017).

Moreover, talent management practices are a characteristic of professional decision-making, control over work activities, and social relationships. The results confirmed a significant correlation between increased employee loyalty and lower levels of turnover among employees in the organization, which matches Kalra's (2018) study where he made note of how talent management tactics and techniques affect long-term employee dedication and retention while lowering turnover intentions. Additionally, when organizations implement good practices, they will positively affect employees, encouraging them to perform better and become more loyal (Al-Dalahmeh et al., 2021). Employees are often encouraged to learn job-related information, new skills, and good behaviors through talent management methods like development and training, which are seen as key components in boosting effectiveness and productivity. where more devoted workers work for firms with better production levels.

Employee dedication and loyalty will increase when they feel valued and appreciated by the company, which will reduce the likelihood that high-potential employees will quit the company.

- 5- According to the findings of testing Hypothesis 3, there is an association between employee loyalty and job happiness. Employee loyalty is statistically influenced by employee happiness. The results of this study agree with those of past investigations on the same topic. The findings of this study are consistent with those of earlier investigations on the same subject (Jun et al., 2006; Wu and Norman, 2006).

A frequently studied component of the expansion and success of organizations is satisfaction. This study focuses on the relationship between employee loyalty and work satisfaction and its two contributing elements, intrinsic and extrinsic. The findings unequivocally demonstrate a link between work happiness and employee loyalty. Extrinsic variables and work happiness are significantly correlated, according to empirical research. To improve satisfaction and loyalty, organizations should place a greater emphasis on extrinsic variables. This would help any firm thrive in the present competitive environment.

Employees who have been satisfied showed that they will keep working with the same organization for a long time. Also, satisfied employees showed more engagement in and dedication to their organization, which is consistent with Dhir and Shukla's (2019) study.

Employees' loyalty to their work can be controlled through suitable behaviors and attitudes, including satisfaction and retention intention (Karem et al., 2019; Al-Dalahmeh et al., 2022). Talented employees usually consider why they would stay in the organization, and the major reason they choose to stay with one organization for many years is that they enjoy their job, financial compensation, and interactions with co-workers, supervisors, members, and clients. This finding is consistent with the findings of Jahanbazi et al. (2019).

- 6- The results of Hypothesis 4 testing revealed that satisfaction mediates the relationship between talent management practices and employees' loyalty, which is consistent with previous studies that focused on this mediating effect of satisfaction through several factors, such as Mensah's (2015) study, which pointed out how employees' dedication could mediate the relationship between talent management practices and performance, the findings primarily support the SET principles in that TM activities generate exchange in terms of performance efficiency through good employee job behaviors such as loyalty.

The results show that managers' and employees' perspectives are in line with one another, and both parties concur that talent management has a significant impact on employees' loyalty. These practices may also increase positive traits of employee performance and productivity while decreasing negative and ineffective behaviors. Additionally, as the business has some control over extrinsic employee happiness, it is first and foremost accountable for creating the appropriate rules, training programs, and working environment.

Also, managers and employees at different levels have a clear vision of the talent management concept and to what extent it is necessary to integrate the business strategy with the TM strategy.

Finally, both managers and employees agreed that the financial systems and compensation played an essential role in achieving a greater effect on employee retention. In this sense, talent management can lead to the required satisfaction, dedication, and loyalty. Indeed, the current study contributes to a deeper knowledge of

the most popular talent management methods as well as how the practices contribute to good behaviors such as satisfaction and loyalty.

5.2 Recommendations

Considering the previous results, the research makes the following recommendations, which would be beneficial to both academics and practitioners.

The study revealed that several firms did not recognize the strategic value of TM techniques. This was evident by the fact that TM lacked a defined plan. However, businesses that understood the significance of TM practices were better able to hold onto their brilliant staff. Therefore, the organization must have developed a formal TM strategy and defined the key initiatives and procedures.

The findings of this study confirm the usefulness of strategic planning and development management as key instruments for arranging talent requirements, needs, and retention. Therefore, the company should understand how to develop a talent plan that keeps bright workers from being drawn to other organizations and what it takes to draw brilliant workers away from competing companies. Keeping their brilliant staff should be a priority for ICT sector organizations to compete, succeed, and expand in a highly competitive business climate. Companies in the Jordanian ICT industry should strive to better the skills of their talented personnel and offer career paths, making the practice of employee development a constant component of their successful retention strategy.

The findings of this study support the widespread belief that talent management techniques and staff retention are important. Therefore, in the ICT sector, managers and decision-makers must be "talent directors," who must be concerned about the significance of the impact of TM on workers' positive behaviors.

As developing talent is the practice that has the strongest effect on satisfaction and loyalty, managers and decision-makers must create professional training programs, workshops, and paid scholarships to improve the employees' capabilities and skills.

The leaders of ICT firms are encouraged to have systematic strategies and plans to attract bright people from other rivals in the corporate working environment. Attracting brilliant employees appears to have a big influence on employees' loyalty and contentment.

To avoid and reduce the intention of talented employees leaving the company, organizations should be clear and effective in their communication with them about their needs and

requirements, as well as any other factors that may affect their ability to deliver on their promises to talented employees. In this way, both the employees and the organization will be satisfied.

The findings show that talent management techniques have a stronger impact on extrinsic than intrinsic employee happiness. Consequently, the company may strengthen its rules, financial perks, pay, and work environment to raise extrinsic satisfaction. The company might, however, also examine intrinsic aspects and make improvements to the work itself, accomplishments, and personal development.

Employee loyalty has emerged as a vital aspect of efficiently retaining employees. Talent management techniques connected to employee loyalty should be used to improve it and hence retain employees.

ICT firms must also develop a talent management culture that encourages and motivates talented individuals to seize opportunities and do the right tasks in the right place inside the organization.

5.3. Limitations

This is one of the few types of research that looked at the link between talent management methods and employee happiness and loyalty in Jordan's ICT industry; nonetheless, several shortcomings should be avoided and addressed in future studies.

This study examines the impact of talent management methods on employee loyalty and satisfaction from the viewpoints of employees and managers. The first constraint was that it was difficult to schedule interviews with managers.

Another potential issue that should be considered is that several ICT organizations were excluded from the data collection phase because they refused to participate in this study owing to internal policies, reducing the overall number of ICT enterprises that took part in the study.

Because of pandemic constraints, the data-collection phase is now longer and more difficult; hence, the time allotted for the study did not allow the researcher to conduct additional interviews or distribute more questionnaires.

Because the research used cross-sectional data, judgments about causation cannot be made. That is, rather than looking at causation, the evidence must be analyzed in terms of relations. Because the data for this study was gathered by simple random selection among Jordan's ICT industry managers and personnel, the conclusions cannot be extended to all Jordanian

industries. In addition, there is no agreement on which set of talent management practices should be used in an empirical investigation. As a result, the three strategies considered for this study may not be typical of all talent management practices used by the organizations studied.

In contrast, the approaches examined in this study are among the most commonly employed in research and practice.

Finally, all variables are measured subjectively using single-source data. This has been criticized for having several systematic biases, potentially exaggerating the study's impact and outcomes.

5.4. Directions for Future Research

The following recommendations for future research were made in light of the study's limitations and findings:

- First, future research might assess this study's concept using a longitudinal research framework to more precisely characterize causal relationships, even though longitudinal research is expensive and time-consuming.
- Second, while the results of this study amply demonstrated the importance of satisfaction in mediating the relationship between talent management strategies and employee loyalty, other variables, such as perceived organizational support, motivation, and organizational performance, may also be considered.
- Finally, the same study may be carried out in several Jordanian industries, including the banking, hotel, and insurance sectors. This would allow for a comparison and evaluation of the consequences and outcomes of various industries.

6. NOVEL FINDINGS

By utilizing the workers' happiness as a mediator, this dissertation aimed to improve knowledge of the relationship between talent management techniques and employee loyalty.

The unique result of this study is the empirical confirmation of the relationships suggested by the deductive theoretical model that is put forth. The impact of talent management strategies on workers' loyalty and how satisfaction could moderate the connection have not been experimentally investigated in prior studies.

- 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 develop 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.

7. PRACTICAL RECOMMENDATIONS

What fundamentally sets these recommendations apart from other practices is the value that would be added for top management in their activities, and the decision-making process, top management, and managers' involvement in talent management activities are critical for success. The employees are highly motivated during the work because top management's participation offers them the possibility to show their potential and abilities in a high-level working environment, thus keeping connections open and aiding in the efficient improvement of practices. ICT managers must integrate talent management strategies with the overall organization's strategy and incorporate talent management strategies into their company's business plan to strengthen the organization's financial situation.

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

According to the findings and HR managers' questions about the impacts of practices on employee loyalty and satisfaction, there is a need to concentrate on training and education programs and activities, as well as opportunities for career progression, to help develop talent.

Then, TM practices must be redefined to become a true business partner to recruit, retain, and maximize employee performance. In addition, the creation of effective leadership that supports fairness and justice in workforce development and recruiting helps to shape the corporate culture that allows outstanding individuals to be retained and developed.

ICT managers must work to increase the career chances of talented employees by maintaining regular contact with them and learning about their needs. and include development into their successful maintenance strategies regularly.

The study found that the introduction of STM activities such as strategic succession and planning replicated the strategic function of TM practices. As a result, firms that understood the value of talent management strategies were more likely to keep and retain their talented people, signaling that managers should set clear goals for recruiting and maintaining great personnel.

The findings of this study affirm and support the significance of talent development as a crucial strategy for boosting retention and maintaining talented individuals. To retain their bright

employees, managers must provide a selection of coaching and training programs and recognize diverse capabilities to offer career growth opportunities.

SUMMARY

To investigate the links between the study variables, this research looked at the relationship between talent management techniques and employee loyalty, utilizing the mediating influence of satisfaction. The subject and aims, literature review, material and methods, research findings, conclusion and suggestions, and lastly, innovative discoveries make up the six chapters that make up this study.

Chapter 1: Clearly describe and explain the major objectives, research questions, and specifics connected to theories that lead to the research hypothesis.

Chapter 2: Represents a cohesive overview of the literature and research relevant to the topic of the thesis, as well as the theoretical basis for each variable and how these variables are interrelated by expressing the hypothesis formulation section.

Chapter 3: Describes the research methodology and discusses the methodologies and strategies utilized to fulfill the study objectives, including operational definitions, population and sample techniques, data gathering methods, and data analysis approaches. The core data for this study was gathered using a combination of interviews and questionnaires.

Chapter 4: Show the values of hypothesis testing after illustrating the study's outcomes, beginning with the qualitative results and progressing to the quantitative data. A variety of statistical analysis methods, including descriptive analysis, reliability, CFA, correlation analysis, and regression analysis findings, were used. According to the results of the descriptive analysis, all of the factors were assessed as "good," indicating that the firm is employing talent management techniques to increase employee loyalty and satisfaction. To evaluate the relationship between practices and employee happiness and loyalty, regression analysis was used. The findings revealed that TM practices have a considerable beneficial impact on employee loyalty and satisfaction. Furthermore, the last hypothesis was tested using mediation analysis, and the results reveal that satisfaction partially mediates the link between talent management techniques and employee loyalty.

Chapter 5: Presents the study's conclusion, followed by suggestions, limits, and future research directions.

Chapter 6: Presents the study's primary and innovative results.

Chapter 7: Appearances of the practical recommendation.

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LIST OF PUBLICATIONS



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Address: 1 Egyetem tér, Debrecen 4032, Hungary Postal address: Pf. 39. Debrecen 4010, Hungary
Tel.: +36 52 410 443 Fax: +36 52 512 900/63847 E-mail: publikaciok@lib.unideb.hu, Web: www.lib.unideb.hu

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APPENDIX 1

Questionnaire

Dear participants,

This research aims at investigating the Effect of talent Management practices on employees' loyalty in the ICT sector in Jordan.

As a requisite to get the Ph.D. °s degree in Management and Organizational Sciences at the University of Debrecen, you are kindly requested to respond to the attached questionnaire. Please be assured that all information you provide will be treated as highly confidential and will be only used for scientific research. Your participation in this research is completely voluntary. A copy of the study main findings will be provided upon your request.

Your participation represents a valuable contribution, and your precious time is highly appreciated. Thank you in advance for your kind effort and cooperation.

Researcher
Maha Dalahmeh

Maha.lutfi@econ.unideb.hu

Supervisor
Dr. Dajnoki Krisztina

dajnoki.krisztina@econ.unideb.hu

Age

- ☐ 20-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50 and above

Gender

- ☐ Male
- ☐ Female

Educational level

- ☐ Secondary school
- ☐ Two -year Diploma
- ☐ Bachelors
- ☐ Higher Diploma
- ☐ Master
- ☐ Doctorate

Job Position

- ☐ Employee
- ☐ Senior
- ☐ Supervisor
- ☐ project manager
- ☐ Department manager

Length of Service in The Firm

- ☐ less than one year
- ☐ less than 3 years
- ☐ 3- 5 years
- ☐ 6 - 10 years
- ☐ more than 10 years

Monthly Income

- ☐ lower than 500 \$
- ☐ 500\$ -999\$
- ☐ 1000\$ -2499\$
- ☐ 2500\$ - 4999\$
- ☐ Above 5000 \$

Please use (X) to choose your answer

Talented employees' Planning (Staffing)		Strongly agree	agree	Neither agree or disagree	disagree	Strongly disagree
1	The company is adequately staffed at all levels.					
2	The pay scale is competitive.					
3	The company's staff is diversified, with employees from many backgrounds.					
4	Senior management and executive levels are adequately diverse.					
5	In terms of bench strength and hiring methods, "most vital occupations" are prioritized.					
Tracking Talented Employees (Talent Acquisition)						
6	The organization has the potential to recruit elite personnel.					
7	Prospective workers find the Employment Brand to be strong and attractive.					
8	New workers get off to a quick and productive start.					
9	Internal employee recommendation schemes are commonly utilized to attract new personnel.					
10	The hiring process is swift and productive, with a focus on "quality of hire."					
Developing and rewarding talented employees						
11	Top performers are challenged to enhance their abilities and advance in their jobs.					
12	Coaching, mentorship, and demanding tasks are the key growth tactics.					
13	Communication with employees is regular, meaningful, and two-way.					
14	All staff have individual growth plans in place.					
15	Managers are held accountable for their workers' progress.					
Employees satisfaction						

(Intrinsic Satisfaction)						
16	Being capable of staying working all of the time.					
17	The opportunity to work alone on the job.					
18	The ability to make my own decisions.					
19	The opportunity to try new things from time to time.					
20	The opportunity to be "someone" in the community.					
21	Being able to do activities that do not violate my conscience. .					
22	The opportunity to experiment with my own techniques of completing the work.					
23	The sense of achievement I receive from my work.					
24	The ability to instruct others what to do.					
25	The opportunity to perform something that puts my skills to use .					
26	My job structure ensures consistent employment.					
27	The opportunity to accomplish things for others.					
Extrinsic Job Satisfaction)						
28	My boss's management of his or her employees.					
29	My supervisor's decision-making abilities .					
30	How department policies are implemented.					
31	My income and how much labor I do.					
32	Opportunities for progression in this position.					
33	The compliments I receive for performing a good job.					
34	The working environment.					
35	My coworkers' relationships with one another.					

Loyalty						
36	I've never considered quitting .					
37	I am willing to put in long hours for the organization.					
38	I am eager to put in long hours for the company.					
39	I am prepared to put my own interests aside for the sake of my firm.					
40	I would only resign if my firm's overall performance was declining. (Reverse coding). ³⁴					

APPENDIX 2

INTERVIEW

Dear **manager**,

You are kindly requested to respond to the interview questions, your responses are of great importance. as this interview form is a part of scientific research titled:

‘THE EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEES’
LOYALTY IN ICT SECTOR IN JORDAN’.

The answers will be used for scientific purposes, the following are yes or no questions, and after that, these questions will be discussed.

Best regards

Maha Dalahmeh
PhD student
Email: mahalutfi87@gmail.com

University of Debrecen
Faculty of Economics and Business
Károly Ihrig Doctoral School of Management and Business

Does your organization:	
1	recruit for retention by researching, and then seeking, employees who are more likely to stay?
2	select employees by comparing applications to criteria associated with retention based on the organization database – experiences?
3	orient for retention by ensuring a positive socialization experience for new hires through such practices?
4	make definite plans for encouraging innovations, initiatives, and new ideas?
5	the organization works to attract skilled and technical workers who are talented?
6	allocate a particular budget for attracting and developing talented individuals?
7	allows talented individuals to join training programs to develop n themselves?
8	Does the organization benefit from the initiatives of talented individuals and work on applying and supporting them?
9	have a clear and defined strategy for managing talented employees as the organization leaders see it?
10	involves talented individuals in decision-making and problem-solving and do you think it affects their satisfaction?
11	prepare a propitious climate for working with talented individuals, and does this climate affect their loyalty?
12	Talent management practices can enhance employees’ satisfaction and loyalty as well?

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Maha