The Impact Of Talent Management In Enhancing Organizational Reputation:
An Empirical Study On The Jordanian Telecommunications Companies

Ahmad Ali Salih, Al-Zaytoonah University of Jordan, Jordan
Loay Alnaji, Al Ain University for Science and Technology, United Arab Emirates

ABSTRACT

The research explores the effect of talent management on improving organization reputation through exploring the relationship between talent management variables (discover, inspire, transform) and reputation variables (self-enhancement, self-verification, frequency of interaction). The first part of the project introduces a literature review of the importance talent management and reputation and their role on dealing with the competitive market. Next, the paper introduces the variables and the theories, after which the final results are presented and recommendations are proposed.

Keywords: Talent Management; Organizational Reputation; Jordan; Telecommunications Companies

TALENT

Understanding and defining talent management is not easy, making it even more difficult to evaluate its success (or failure) in a company. Furthermore, the term is sometimes used to describe the process, and sometimes the results, adding to the confusion. Some researchers define talent management as ensuring that there is enough talent across the different departments to ensure competitive advantage, maximize productivity, and improve performance. Some organizations view talent management as a means to get continuing support while others view talent as a preoccupation of many senior human resources practitioners. Regardless of how talent management is viewed, researchers agree on four factors: The importance of acknowledging talent management and making it a top priority, doing whatever it takes to maintain talent at the organization (Michaels, et al., 2001; Tulgan, 2002), providing coaching and development to individuals, and finding, developing, and keeping talent is important to maintain competitive advantage (Berger & Berger, 2003; Michaels, et al., 2001; Tulgan, 2002). Although researchers differed in defining talent management, they all shared a common factor; they all believe that talent management is putting the right person in the right place. For example, (Jackson & Schuler, 1990, p. 235) defined talent management as "…ensure the right person is in the right job at the right time," Rothwell (1994, p. 6) explained it as "...a deliberate and systematic effort by an organization to ensure leadership continuity in key positions and encourage individual advancement" and Pascal (2004, p. ix) defined it as "…managing the supply, demand, and flow of talent through the human capital engine."

As we entered into the information age in the 1980s, talent management became very important (Michaels, et al., 2001), furthermore, as businesses become more knowledge-based rather than tangibles-based (factories, capital, machines, etc.), talent, intellectual capital, and brands are gaining in value. Businesses are requiring more from employees expecting employees to work more, produce more and reduce expenses to drive profits up. In a survey conducted by Hewitt Associates, over 100 large U.S. companies are tracking and consistently identifying talent among its top performers (Not enough companies growing top talent, Hewitt study shows, 2003). In 1982, the market value consisted of 62% tangible and 38% intangible assets, but as we entered the information age and competition increased, the market value in 2000 shifted to 15% tangible and 85% related to intangibles (Ulrich & Smallwood, 2003).
Some of the reasons forcing organizations to focus on talent management include the war for talent (talent is needed to meet customer and investor expectations), employers no longer write the contracts (if a more favorable contract is offered to talented workers, they will take it), and the high unemployment level caused the market to be saturated with job seekers making it difficult to distinguish the talented. In his report, McKinsey & Company' report "War for Talent" surveyed over 70 high performing companies and identified that talent was an important factor used by these organizations to compete. (Michaels et al., 2001). The research was later updated in 2001 by adding additional data from over 200 companies.

REPUTATION

A company's reputation is a very sensitive concept that can be abruptly changed if past behavior comes to light (Lange & Dai, 2011). In their literature review, Lang & Dai showed that interest in the concept of organizational reputation management is increasing. Although there is little work done to present a theoretical framework surrounding the reputation phenomena (2011), the number of books focusing on reputation management has increased, some with foundations in academic research influenced by current practices and issues that affect reputation. These factors cause it to modify, shift or even mutate from one form to another (Mahon & Mitnik, 2010). Different researchers defined reputation differently based on their own concepts. Shamsie (2003, p. 199) defined it as the level of the company’s awareness of itself. Bromley (2000, p. 241) defined reputation as to how the organization is conceptualized by its stakeholders (outside parties). Saxton and Dollinger (2004, p. 125) referred to it by the “brand name.” Regardless of the definition, researchers agree on the importance of reputation for a company.

SUGGESTED MODEL

This paper links the two concepts; talent and reputation management through exploring the relationship between talent management variables and organizational management variables. The research sheds light on the relationship between discover/inspire/transform on the talent management side and self-enhancement/self-verification/frequency of interaction on the organizational reputation side as can be seen in Figure 1.

![Figure 1: Basic Model Linking Reputation and Talent Management Variables](image)

RESEARCH

Research Methodology

The study adopted the descriptive analysis in discussing the relationship among the variables. Using quantitative approach, an examination of the literature assisted in the development of ideas and conceptual model, which was later built using the hypothesis discussed in this research paper.
Study Sample

For the study, three private companies were selected. All three: Zein, Orange, and Umnia work in the IT field providing communication solutions to customers. The three companies provide services to six and a half million subscribers in the Hashemite Kingdom. The study population consists of all employees (3,150) in these companies from which, a random sample of 378 (12%) was pulled. The sample size was deemed adequate as it represents the total community (Sekaran & Bougie, 2010, p. 295).

Study Questionnaire (Measurement and Scaling)

To collect information, a questionnaire was developed consisting of 30 paragraphs distributed according to Table 1:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Axis</th>
<th>Number of Paragraphs</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-Inspire</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Transform</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Dependent Variables: Reputation</td>
<td>-Self-enhancement</td>
<td>5</td>
<td>Yu &amp; Cable, 2011, pp. 107-109</td>
</tr>
<tr>
<td></td>
<td>-Self-verification</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Frequency of Interaction</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

A typical 5-point Likert scale was used to measure the constructs presented in the proposed model (scores were ranged from 5 = “strongly agree” to 1 = “strongly disagree” with “neutral” score = 3).

Questionnaire Validity

To make sure that the questionnaire is properly formulated to measure the intended variables, it was presented to a group of specialists in management science, behavioral science, and psychology. As a result of their observations certain paragraphs were modified and some were deleted.

In order to empirically test the hypotheses, data were collected using sampling via a paper-based survey over a four-week period. Note that the questionnaire prepared in Arabic language.

Questionnaire Stability

To ensure that the paragraphs within the questionnaire are properly synchronized, the Cronbach Alpha measurement was used. Table 2 demonstrates the statistical results after analysis.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Axis</th>
<th>Cronbach Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Variable: Talent Management</td>
<td>-Discover</td>
<td>0.75</td>
</tr>
<tr>
<td></td>
<td>-Inspire</td>
<td>0.78</td>
</tr>
<tr>
<td></td>
<td>-Transform</td>
<td>0.82</td>
</tr>
<tr>
<td>Dependent Variables: Reputation</td>
<td>-Self-enhancement</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>-Self-verification</td>
<td>0.85</td>
</tr>
<tr>
<td></td>
<td>-Frequency of Interaction</td>
<td>0.88</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>0.79</td>
</tr>
</tbody>
</table>

After distributing the questionnaire to the sample of 378 employees, 360 questionnaires were returned. After discarding 10 due to incomplete information, a useful return rate of 92.5% was achieved. The 350 completed questionnaires represent 11.1% of the size of the population providing a sufficient sample to be reliable.
Statistical Tools

To analyze data and information, the study used the following statistical methods:

- Percentages
- Mean
- Standard deviation
- Cronbach Alpha
- Spearman Ranks
- Path analysis

Data analysis was conducted using SPSS version 19.0. Part of it was descriptive, while the inferential part of the statistical analysis examined the Hypotheses.

Study Hypotheses

The study hypotheses consist of five core assumptions covering five basic dimensions of entrepreneurship and their impact on the survival and growth of new business opportunities:

**Correlations Hypothesis**

H₀₁: There are no significant correlations among moral dimensions of talent management (discover, inspire, and transform).

H₀₂: There are no significant correlations among moral dimensions of organizational reputation (self-enhancement, self-verification, and frequency of interaction)

**Impact Hypothesis**

H₀₃: There are no significant impacts of talent management on enhancing organizational reputation

And derived from H₀₃ are the following sub-hypotheses:

H₀₃.₁: There is no significant impact of talent management on self-enhancement.

H₀₃.₂: There is no significant impact of talent management on self-verification.

H₀₃.₃: There is no significant impact of talent management on frequency of interaction

ANALYSIS OF THE RESULTS OF DESCRIPTIVE STATISTICS AND HYPOTHESIS TESTING

<table>
<thead>
<tr>
<th>Priority Order</th>
<th>Sigma (S)</th>
<th>Average - (X)</th>
<th>Dependent and Independent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.19</td>
<td>3.96</td>
<td>Discover</td>
</tr>
<tr>
<td>2</td>
<td>1.08</td>
<td>3.88</td>
<td>Inspire</td>
</tr>
<tr>
<td>3</td>
<td>1.11</td>
<td>3.70</td>
<td>Transform</td>
</tr>
<tr>
<td>4</td>
<td>1.07</td>
<td>3.85</td>
<td>Talent Management</td>
</tr>
<tr>
<td>3</td>
<td>1.15</td>
<td>2.11</td>
<td>Self-enhancement</td>
</tr>
<tr>
<td>1</td>
<td>1.03</td>
<td>3.85</td>
<td>Self-verification</td>
</tr>
<tr>
<td>2</td>
<td>1.12</td>
<td>3.22</td>
<td>Frequency of Interaction</td>
</tr>
<tr>
<td>3</td>
<td>1.10</td>
<td>3.06</td>
<td>Organizational Reputation</td>
</tr>
</tbody>
</table>
From Table 3 the following can be deduced:

- The mathematical average for the variables talent management (3.85) with a standard deviation (1.07) and organizational reputation (3.06) with a standard deviation (1.10) exceed the expected average in the study (which is 3.0) but is still considered below the level of ambition because of the limited effectiveness of some variables.
- The values of means for the independent variables related to the dependent variable talent management were 3.96 with a standard deviation 1.19 for discovery which ranked first in importance, 3.88 with a standard deviation of 1.08 for inspire which ranked second, and 3.70 with a standard deviation of 1.11 for transform which ranked third. The results indicate that the organization needs to be more active when implementing the variables composition and conversion.
- The values of means for the independent variables related to the dependent variable organizational reputation was as follows: self-verification with an average of 3.85 and a standard deviation of 1.03 ranked first, frequency of interaction with a mean of 3.22 and a standard deviation of 1.12 ranked second and self-enhancement with a mean of 2.11 and standard deviation of 1.15 was ranked third.

In summary; the analysis indicates Jordanian telecom companies need to work on improving and actually implementing the independent variables for talent management and organizational reputation since these variables currently have very limited effect on the company’s reputation and does not meet market competition nor does it increase the stock of capital.

Hypotheses Testing

In order to test Hypotheses 1 & 2, the use of the correlation coefficient (Spearman) was used. The results can be seen in Table 4.

<table>
<thead>
<tr>
<th></th>
<th>Discover</th>
<th>Inspire</th>
<th>Transform</th>
<th>Self-enhancement</th>
<th>Self-verification</th>
<th>Frequency of Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discover</td>
<td>0.83**</td>
<td>0.58</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspire</td>
<td></td>
<td>0.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transform</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-enhancement</td>
<td></td>
<td></td>
<td></td>
<td>0.73**</td>
<td>0.77**</td>
<td></td>
</tr>
<tr>
<td>Self-verification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.69</td>
<td></td>
</tr>
<tr>
<td>Frequency of Interaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*P < 0.05, **P < 0.01

Hypothesis 1 (H₁₁):

There are no significant correlations among moral dimensions of talent management (discover, inspire, and transform). It appears from the results in Table 4 that all correlation factors for the independent variable (talent management) were positive and of significance. The correlation between discovery and inspire is (**0.83) which is significant at (P < 0.01), and between discovery and transformation (*0.58) which is of significance at (P < 0.05), and finally, the correlation between inspire and transformation (*0.66) which is of significance at (P < 0.05). The results obtained confirm that the variables of the talent management are correlated and have a linear relationship where an increase in one variable leads to an increase in the two other variables and vice versa. Based on these results H₁₁ is rejected and the alternative hypothesis is accepted.
Hypothesis 2 (H\textsubscript{o2}): 

As indicated in Table 4, all correlation coefficients between variables of organizational reputation were positive and significant. The correlation between (self-enhancement) and (self-verification) is (**0.73) which is significant at (P < 0.01). And the correlation between (self-enhancement) and (repeated interaction) is (**0.77) which is significant at (P < 0.01). And finally, the correlation between (self-verification) and (frequency of interaction) is (*0.69) which is of significance at (P < 0.05). The results obtained confirm that the independent variables for the dependent variable organizational reputation are correlated and have a linear relationship where an increase in one variable leads to an increase in the two other variables and vice versa. Based on these results H\textsubscript{o2} is rejected and the alternative hypothesis is accepted.

Hypothesis 3 (H\textsubscript{o3}): 

To define the effect Hypothesis 3 and all its sub hypotheses (3.1, 3.2, 3.3) the Path Analysis was used. Table 5 indicates the results.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Path Factors</th>
<th>Standard Error</th>
<th>t-value</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Management → Self-Enhancement</td>
<td>0.85</td>
<td>0.026</td>
<td>3.745</td>
<td>0.006</td>
</tr>
<tr>
<td>Talent Management → Self-Verification</td>
<td>0.32</td>
<td>0.032</td>
<td>4.251</td>
<td>0.002</td>
</tr>
<tr>
<td>Talent Management → Frequency of Interaction</td>
<td>0.16</td>
<td>0.053</td>
<td>7.851</td>
<td>0.000</td>
</tr>
<tr>
<td>Chi-Square</td>
<td>62.28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Df</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFI</td>
<td>0.883</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GFI</td>
<td>0.911</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGFI</td>
<td>0.878</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.031</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NFI</td>
<td>0.955</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PFI</td>
<td>0.945</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Hypothesis 3 states that: There is no significant impact of talent management in enhancing organizational reputation.

From Table (5) the following can be concluded:

- (Chi-Square) value is low (62.28) which is a good indication that the relationship among the variables is strong.
- (CFI) value is close to one (0.883) which is a good indication that the relationship among the variables is strong.
- (AGFI) and (GFI) values are close to one (0.878) and (0.911), which is a good indication that the relationship among the variables is strong.
- (RMSEA) value is (0.031) which is less than (0.05) indicating a strong relationship among the variables.
- (PFI) and (NFI) values (0.945) and (0.995) exceeded the maximum limit (0.90) indicating a strong relationship among the variables.

Based on the results one may reject the null hypotheses.

Hypothesis 3 (H\textsubscript{o3}) Sub:

a. Subsidiary Premise I (H\textsubscript{o3.1}): There is no significant impact of talent management on self-enhancement. With reference to the results of the previous table, the value of the coefficient of factor paths for the talent management and self-enhancement is (0.85) with (0.006) sigma, which means that we reject H\textsubscript{o3.1} and accept the alternative hypothesis.
b. Subsidiary Premise I (H₀,3.2): There is no significant impact of talent management on self-verification. The t-value for talent management and self-verification is 0.002, which is less than 0.05. Since the path factor is 0.32, we reject the Hypothesis and accept the alternative hypothesis.

c. Subsidiary Premise I (H₀,3.3): There is no significant impact of talent management on frequency of interaction. The t significance value for talent management and frequency of interaction is 0.000, which is less than 0.05. Since the path factor is 0.16, we reject the hypothesis and accept the alternative hypothesis.

The results can be seen in Figure 2.

![Figure 2: Model Result Representation](image)

DISCUSSION

- It appeared that talent management is still below the level of ambition, owing to limitations of some variables, especially composition and conversion.
- There seems to be a linear relationship between the different dependent variables which means that paying attention to one variable should help in improving the others.
- The independent variables seem to be correlated.
- It turned out that the subsidiary variables for organizational reputation are interrelated and this indicates that the companies discussed need to pay equal attention to all variables not just randomly pick one with which to work.
- It’s clear that talent management has an impact on self-promotion which means that companies need to focus on enriching that field since it has an effect on reputation.
- It has been concluded that talent management affects self-enrichment which in turn yields positive results on the organization.
- Talent management affects the frequency of interaction between companies and customers, this result is a vital indicator and shows that those companies need to pay attention to talent management if they wish to maintain proper customer interaction since it’s directly related to improving their reputation that will activate and stimulate and increase the frequency of interaction and development of reputation.

RECOMMENDATIONS

It’s very important for organizations to pay special attention to attributes such as composition and conversion in order to properly manage talent. This can be achieved through: The need to pay attention to talent management, and especially composition and conversion is important and may be achieved through:

a. Increasing awareness of the importance of talent management at managerial levels.

b. Creating an atmosphere that encourages fostering talent development through incentives (rewards, recognition, etc.).
c. Encouraging employees to exchange knowledge and expertise through meetings and group discussions.

d. Activate (convert) the knowledge conversion and experience exchange of gifted employees by increasing the number of meetings, both formal and informal among working groups.

Organizations also need to pay focus their attention on improving their reputation by:

- Self-promotion through fulfilling commitments and promises and handling and listening to customers to develop the business.
- Increasing customer interaction by following up with customers, ensuring that their voice is taken into consideration when providing new products or services.

Finally, organizations need to use talent management in improving the organization’s reputation. This can be done through:

- Researching and attracting talented workers in the area of communications in accordance with the strategic plan.
- Selecting the most talented when hiring, this can be done through a series of interviews and testing methodologies.
- Providing a healthy atmosphere that fosters talent.
- Maintaining and stimulating talent through programs and creating a competitive atmosphere within the organization.

AUTHOR INFORMATION

Dr. Ahmed Ali Salih is an associate professor at Alzaytoonah University. Dr. Salih was born in 1959 in Baghdad, Iraq and has co-authored more than ten books on topics (intellectual capital, strategic thinking, international business management, organizational development, Management by Intelligence, management competencies, and talents). In the past few years, Dr. Salih has published papers in more than 25 different topics including strategic thinking, talent management, transformational leadership, entrepreneurship, empowerment, and business incubators. E-mail: drahmedasalih@yahoo.com

Dr. Loay Alnaji is an assistant professor at Al Ain University of Science and Technology. Dr. Alnaji was born in 1973 in Kuwait, obtained a Ph.D. in Business Administration from Argosy University/United States in 2005, and has been working with more than 6 universities in teaching, management, building curriculum, evaluating courses, and helping with accreditation process. He has published more than 16 papers in the past 2 years and is currently working on a book. Dr. Alnaji is focusing his attention on working on systems to properly evaluating our education system (both students and faculty). E-mail: Loay.Alnaji@aaau.ac.ae (Corresponding author)

REFERENCES
