

The Impact of Talent Management on Organizational Excellence: An Applied Study on Jordan Telecommunication Company

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Abstract

This research paper explores the impact of talent management on Organizational Excellence through exploring the impact of talent management variables (discover, inspire, transform) on Organizational Excellence variables (Employees' Motivation, Healthy Business Organization, Customer Satisfaction, Healthy Work Environment) . The first part of the research introduces a literature review of the importance talent management and Organizational Excellence. Next, the paper introduces the variables and the theories, after which the final results are presented and recommendations are proposed.

Keywords: Talent Management; Organizational Excellence; Jordan; Telecommunications Companies.

1. Introduction

The idea of talent management is not a new idea recently taken place, but it is a sophisticated extension of Previous Practices was dubbed, personal management. Where the main role of Personnel management in the era of 1970 – 1980; employment of Personnel and Pay their wages, and some other routine tasks such as overseeing the Commitment of times attendance, and vacations an etc. (Bersin, 2006). At a later stage, and in the light of economic globalization and the intensification of competition, business organizations realized that their employees make up one of the most important assets (Robbins and Coulter, 2005. P.282), which led to the multiplicity and diversity of the functions assigned to the Personnel management Department in the organization.

In response to these developments, it became a duty on organizations to give greater attention to their employees because they have become constitute human capital of these organizations. From here the idea of the term human resource management appeared at the beginnings of 1980.s (Wright and Boswell , 2002), where most of the organizations had modified their organizational structure to create a new department holding the name Human Resource Management rather than Personnel Management Department. This new department undertakes a lot of tasks that relate in employees in terms of: employment, development, training and so on. In this regard many authors and practitioners have addressed the tasks and responsibilities of human resource management department, some authors have indicated to eight of functions that assigned to H R M department, Robbins and Coulter (2005) reported that these functions start with, human resource Planning, recruitment, selection, orientation, training, performance management, Compensation and benefits, and Career development. While other have proposed these functions in more details according to the Components of each function, where (Armstrong, 2006) suggested that the function of People sourcing includes sub-functions; human resource planning, talent management, recruitment and selection, selection tests, introduction to the organization, and release from the organization. The second function of H R M is Performance management, and this function contains basis of performance management, Performance management processes, and degree of feedback. Then H R M department must work to support the Capabilities of the human resource through practicing human resource development processes in terms of training and leaning. Finally and in order to achieve employee's retention the H R M department has to exercise the job of rewarding people.

1.1 Purpose of the Research

This research seeks to clarify the general frame of talent management and organizational excellence and identify its various aspects as well as identifying the impact of talent management on organizational excellence through exploring the opinions of researched working managers in high directorates in Jordanian Telecommunications Companies.

2. Theoretical framework

The organizations realized the extent of importance of their human resources to organizational success and excellence in terms of accomplishing the strategic goals, which led to transforming from traditional human resource management (H R M) to Strategic human resource management (SHRM). The application of strategic human resource management in the organization may consider as best practice of human resource management. In this regard, Collins and Clark (2003) pointed out that SHRM enables HR practice to enhance the organization performance through aligning the Practices with one another to manage the staff in order to achieve competitive advantage, where, the strategy of the human resource department must be stemmed from the organization's strategy, and the goals of the human resource management strategy are consistent with the general goals of the

organization. Because of the rapid developments in the business world and the tremendous technological advances that the world is witnessing these days which led to the implementation of many of the tasks? And because businesses using modern technological means, in terms of e-commerce, e-government, e-recruitment and etc. Therefore, organization found themselves obliged to recruit the people who are capable, have sufficient skills and knowledge, and multi experiences which increase the organizational innovation and excellence.

From here, the third stage of development of HRM Practices is called now; "Talent Management". Business Dictionary has defined talent management as an supportive practice to the traditional HRM practices as follows: An organization's attempts to recruit, Keep, and train the most gifted and highest quality staff members that they can find, afford and hire. This definition means that talent management is the Key of directing all HRM Practices towards excellence. Moreover, the Practices of human resource management are affected by the dominant culture, whether organizational or Social Culture.

The talent management System includes several Practices and these practices almost similar to HRM practices, so, one can say that talent management is the best practice of HRM. a study by Angari (2013) pointed out that talent management focuses on evaluation of employee's performance, granting rewards and compensation for them, in addition to giving them the opportunity of fit development. In addition to the retention of staff with the highest performance and develop their abilities, and the development of their peers with average performance and follow-up, so that they can contribute to better and act decisively with those with low performance.

The theme of organizational excellence has received a large attention by researchers, academics, and practitioners, where, a lot of the related literature have addressed organizational excellence from different perspectives (Goetsch and Davis, 2010), have linked organizational excellence with total quality management. Other authors (Bornemann and Sammer,2003) pointed out that knowledge management is a critical driver to organizational excellence. Organizational excellence can be defined as: " organizational excellence is delivering sustained superior performance that meets and where possible exceeds the expectations of stakeholders (Oakland, 2001 P. 1).

The main reasons of the increase attention in organizational excellence can be considered big challenges in front of organizational leaders. According to porter and Tanner (2001), organizations have experienced since the middle of last century rapid changes in many areas, both internal and external; markets, global competition, customers demands and needs, and hostile business environment. And these changes forced the organizations to amend their operations, processes of production and marketing, and to support their human capital through training to get new knowledge and skills, in order to keep pace such changes. And this requires form the organization to reconsidering the vision an the mission of the organization, and to build an effective leadership.

2.1 The research's hypothesis

There is no statistically significant impacts of talent management (discover, inspire, transform) on Organizational Excellence (Employees Motivation, Healthy Business Organization, Customer Satisfaction, Healthy Work Environment) in the Jordanian Telecommunications Companies.

2.2 The Study's Population and Sample

The population of the study included three private Telecommunications companies Zein, Orange, and Umnia.

The study population consists of all employees (3,200) in these companies from which, a random sample of 480 (15%) was pulled. The sample size was deemed adequate as it represents the total community (Sekaran&Bougie, 2010, p. 295). The researcher depended on two types of information sources which are subordinate sources such as management books, scientific material, bulletins and specialized periodicals in the field of talent management and organizational excellent; and primary sources through designing and developing a special questionnaires.

Study Questionnaire (Measurement and Scaling)

To collect information, a questionnaire was developed consisting of 35 paragraphs distributed according to Table 1.

Variable	Axis	Number of Paragraphs	Source	
Independent Variable: Talent Management	-Discover	5	(Newhouse, Lewis, & Jones, 2004)	
	-Inspire	5		
	-Transform	5		
Dependent Variables: Organizational Excellence	-Employees Motivation	5	(Hussain et al., 2009, Civingston, 1998, Peter & Waterman 1982).	
	- Healthy Business Organization	5		
	-Customer Satisfaction	5		
	-Healthy Work Environment	5		

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. As a result of their observations certain paragraphs were modified and some were deleted.

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.

Variable	Axis	Cronbach Alpha Value
Independent Variable: Talent Management	-Discover	0.74
	-Inspire	0.70
	-Transform	0.80
Dependent Variables: Organizational Excellence	-Employees Motivation	80
	- Healthy Business Organization	95
	-Customer Satisfaction	94
	-Healthy Work Environment	80
Total		96

Statistical Methods

The researcher used statistical methods within the (spss) program in data analysis where they used means, standard deviation and multiple linear regressions to test the hypothesis.

Analysis Of The Results Of Descriptive Statistics And Hypothesis Testing

Table 3. Statistical Analysis of the Sampled Data

Dependent and Independent Variables	Arithmetic means	Order according to importance
Talent Management		
Discover	3.94	1
Inspire	3.50	3
Transform	3.89	2
Organizational Excellence		
Employees Motivation	3.85	2
Healthy Business Organization	3.06	4
Customer Satisfaction	3.88	1
Healthy Work Environment	3.59	3

From Table 3 the following can be deduced: The values of Arithmetic means for the independent variables talent management were 3.94 for discover which ranked first in importance, 3.89 transform which ranked second, and 3.50 for inspire which ranked third.

The values of Arithmetic means for the dependent variables Organizational Excellence were 3.88 for Customer Satisfaction which ranked first in importance, 3.85 Employees Motivation which ranked second, 3.59 for Healthy Work Environment which ranked third, and 3.06 for Healthy Business Organization which ranked fourth.

Table 4. the results of multiple regression test of the impact of Talent management

variable	Unstandardized coefficients		Standardized coefficients	F	sig
	B	std. Error			
constant	-0.053	0.108	Beta	-0.581	0.562
Talent Management	0.917	0.025			

R= 0.882 R²= 0.777

Above stated table (5) shows that F values for this hypothesis reached (36.481) which is higher than F table value which is (1.645) and considering that decision rule refers to the rejection of Null hypothesis when the measured F value is greater than F table value, the alternative hypothesis is accepted and it states" there is a statistically significant impact talent management (Discover Inspire, Transform) on Organizational Excellence (Employees Motivation,Healthy Business Organization, Customer Satisfaction, Healthy Work Environment) and this is confirmed by (sig.) value amounting zero which is less than 5%, even though (Beta) coefficient reached 0.8820 which refers to a positive relation between the independent variable and the dependent variable.

3. Conclusion and Recommendations

The study's results revealed a statistically significant impact of talent management (Discover, Inspire, Transform) on Organizational Excellence (Employees Motivation, Healthy Business Organization, Customer Satisfaction, Healthy Work Environment) at three private Telecommunications companies Zein, Orange, and Umnia,. Because talent management is the basic of organizational excellence so the management should be adopt the culture of the establishment and development talent, also Jordanian telecommunications companies should provide the right organizational climate to create and develop talent.

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