

**Methodology Article**

# Talent Management and Service Quality in the Jordanian Information Technology Companies: Conceptual Framework

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**Abstract:** The challenges facing Information technology (IT) companies in Jordan are great. One of these challenges is that companies' interest in talent management is very slow and is attributed to several reasons. The dependence of many companies in the private sector [IT, health, industry] in Jordan on the minimum wage, which is equivalent to \$ 310, because it does not match the economic situation in Jordan and the poverty rate in Jordan, which is equivalent to \$ 1200. In addition, the job turnover rate for companies in Jordan and the study includes all sectors in Jordan, including IT companies, where the percentage reached 18.93%. This study aim to examine effect of talent management on the quality of services with competitive creativity as mediating variable and this study will be applied in IT companies in Jordan, and the sample of the study will be employees in this sector, this study provide all recommendations to decision-makers in this sector to apply the best strategies and practices in talent management, which will reflect the impact on the quality of services provided to customers as well as provide a clear vision of best competitive creativity practices that enhance the quality of services and because talent and creativity are linked in achieve the best results. The findings indicated a direct effect among development of talent and quality of service in IT companies in Jordan.

**Keywords:** Talent Development, Talent Retention, Talent Attracts, Service of Quality

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## 1. Introduction

Information technology (IT) companies are of great importance at the moment because they are achieving significant growth in achieving the best returns in advanced economies IT companies is integrated into all industries and facilitates the work of companies by saving time, effort and money, the governments have focused on developing and supporting IT at the present time, countries will rely on technology for all their services. There is growth for companies in the IT sector in Jordan and providing them with a business incubator as well as strengthening the legislative and regulatory environment for competitive markets that encourage creativity and innovation in order to provide services and products of high quality, which will enhance the competitiveness of the IT sector at the regional

and international levels, and attract investing and maximizing the use of IT resources and using them to contribute to achieving social inclusion and bridging the digital divide in reaching the knowledge society [1].

The talented is one of the most important elements of any company, especially in the information technology sector, if the IT companies have good financial resources, technology and applications, they cannot use them efficiently and effectively without the presence of talents capable of directing and exploiting them in order to achieve the goals [2]. talents differ in terms of characteristics and features because it is a human trait and a characteristic that a person enjoys and is considered a competitive advantage for talented in order to create success in IT companies [3]. Companies must provide the best services and these services are of high quality with high specifications (reliability, safety, responsiveness, access,

communication, ability, tact, customer knowledge, concrete, guarantee, and empathy) in order to achieve the competitive advantage of companies. These things are difficult for them to compete in the intensifying competition among organizations and in the past years, organizations have competed among themselves by achieving and maintaining the highest level of quality; through covering and fulfilling their consumers' needs and wants [4]. Competitive strategies, especially competitive creativity, have become one of the most important factors in the world for measuring companies' ability to generate added value, increase wealth and prosperity. If the companies enhance and develop employees and deal with talents effectively by attracting and maintaining the best talents, which will positively affect the provision of high-quality trenches that meet the needs of customers.

To measure the impact of talent management on the quality of services in light of the existence of competitive creativity as mediating variable in IT companies in Jordan. IT companies implement advanced programs based on Jordanian capabilities, as well as contribute to an important economic aspect through the implementation of projects inside and outside Jordan [5].

## 2. Hypotheses and Conceptual Framework

### 2.1. Talent Management

The profession and organizations support talent management and there was a relationship between them and the relationship increased in the early decade of the twentieth century. Talent management is defined as covering everything related to human resources management [6]. Talent management boundaries were defined through opinion polls conducted in the department of institutional talent between 2009-2011 at the University of North Texas in America, the results of these surveys indicate that talent management includes important practices to achieve the organization's goals, namely evaluation, succession planning, and performance development management, retention activities, talent acquisition, and compensation are part of talent management, but the urgent need for money has become one of the most important incentives for employees and their achievement may include compensation as an important practice of talent management in order to achieve goals, and linguists agree that the linguistic concept of talent is innate readiness. The behavioral and psychological traits of the talented personality is that the difference between the talented is thinking about their abilities, skills, knowledge and experiences they possess and the degree of their influence on the work of each individual within the organization in line with the organization's strategy, the talented person is that person who has many characteristics that contribute to providing them from before this organization. Talent management is a way to attract the best suitable talent through its evaluation, recruitment, development, involvement,

retention, and leadership towards achieving goals in the organization and increasing the productivity of individuals working in the organization [7]. Talent management as the implementation of activities, practices, beliefs, and assumptions related to talent management in order to make the best decisions through which goals are achieved and benefit organizations [8]. Talent management is an important player in the development of companies by attracting, retaining the best talent and improving their performance and providing all the means that motivate them to stay in the companies by providing a high compensation package and evaluation of fair performance and continuous promotion and work on balance between work and family life, they have loyalty and belonging to this organization, which motivates them to make maximum efforts to achieve the goals of the companies [9].

#### 2.1.1. Talent Development, Talent Retention, Talent Attract

Investigation has been done in talent management effect on service quality in health sector in Jordan and the finding indicate a significant relationship [10]. The relationships between talent management and service of quality at Egyptian commercial bank has been tested, the main findings are that for talent management significantly and positively related to the service of quality but in this study, other dimensions of talent management, including planning, employment, compensation and performance management, were measured and the talent attracting variable was measured [11]. The findings show a positive significant relationship between the talent management and work engagement and no significant relationship between talent management and service quality orientation in higher education institution in South Africa [12]. Hence, three hypotheses will be developed based on the previous literature.

H1: There is a direct effect between the development of talent and quality of service in IT companies in Jordan.

H2: There is a direct effect between the retention of talent and the quality of service in IT companies in Jordan.

H3: There is a direct effect between the attracting talent and quality of service in IT companies in Jordan.

#### 2.1.2. Talent Development, Talent Retention, Talent Attract Impact Quality of S with Competitive Creativity as a Mediating Variable

This paper will use of competitive creativity as mediating variable as the first time to use this variable between talent management and quality of service. However, one of the distinctive contributions of this study was that creativity was used as a mediating variable in influencing other management practices in organizations but one study was measured by the presence of talent management as an independent variable but the dimension of talent management different from those that were used in this study. It was found that there is a positive impact of creativity in these practices and studies that measured the creativity will be explained as a mediating variable to influence these practices.

From Poland investigates creativity in mediating the relationship between talent management and organizational

performance. Sample size 326 large organization in Poland and finding indicate that climate for creativity mediates the relationships between the dimensions of talent management strategic, structural, ideological and organizational performance [13].

Hence, three hypotheses will be developed based on the previous literature, namely the prediction of the three variables of talent management (talent development, retention of talent, attracting talent) and their effect on improving the quality of services with competitive creativity as a mediating variable.

H4: There is an indirect effect between the development of talent and quality of service with competitive creativity as a mediating variable in IT companies in Jordan.

H5: There is an indirect effect between the retention of talent and quality of service with competitive creativity as a mediating variable in IT companies in Jordan.

H6: There is an indirect effect between attracting talent and quality of service with competitive creativity as a mediating variable in IT companies in Jordan.

**2.2. Conceptual Framework**

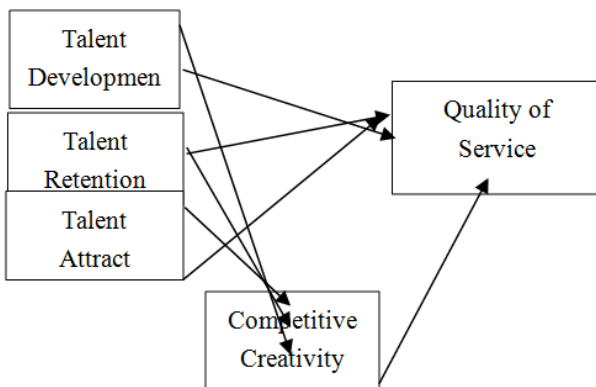


Figure 1. There are three figures illustrated here.

There are studies that used the effect of talent management as an independent variable in the impact on the quality of services as a dependent variable and is explained in the previous literature review above, but the variables were taken from previous studies [11],[10] were used dimensions Talent Development Talent Retention Talent Attract Service Quality H1 H2 H3 H6 H5 H4 of talent management in the impact on the quality of services, but in different sectors, but what distinguishes this study use information technology companies in Jordan as a sample.

**3. Research Design**

In order to achieve the objectives of study, by explaining the steps involved in data collection and analysis and showing the choice of the correct methodology for research and research design it should be neutral reliable and generalization. The population of this study IT companies in Jordan being companies they need to be regularly studied to identify and diagnose their reality and chart the

developmental aspects of their future performance. The number of IT companies in Jordan is 89, and these companies that were chosen specialize in software design and specialized in providing services related to software design (technical support, training, and consulting) are among the total number of companies operating in the IT sector in Jordan [14].

The proposed survey questionnaire comprises there are 4 sections in the questionnaire, the first section is regarding the respondent' demographic profile (gender, age, educational background and years of experience) and in the second section, the respondents are required to respond to the questions related to the independent variable, third section the respondents are required to respond to the questions related to the dependent variable and four-section the respondents are required to respond to the questions related to the mediating variable. Based on a five point Likert scale ranging from 1 = — Strongly Disagree || , 2="Disagree", 3="Neutral" 4="Agree" to 5 = — Strongly Agree || .

**3.1. Data Analysis and Results Descriptive Statistic**

The continuous variables' descriptive statistics included the mean, standard deviation, and minimum. and maximum, which are obtained with the help of SPSS, version 22.

**3.2. Multiple Linear Regressions**

Regression analysis is the most widely used dependence technique in prediction and explanation study [15]. Multiple regressions are a multivariate technique used when more than one independent variable is used in explaining the variance in the dependent variable and assessing the extent or degree of the relationship between the independent variables and a dependent variable [16].

**3.3. Mediating Analysis**

Mediating analysis involves establishing the theoretical indirect effect between the independent and dependent variables, the relationship explained by the mediating variable [17]. For measuring the mediating effect that could be determined by comparing the magnitude of the 'indirect' to 'total direct' (direct + indirect), this research used the variance that accounted for variance accounted factor (VAF) value.

**4. Conclusion**

From practical perspective, the finding in this research could provide IT managers and practitioners of the IT companies and policy maker with knowledge that will assist them to pay attention manage IT in order to develop the performance IT companies. Through better understanding of the effective talent management strategies in IT companies are able to retain, develop, and maintain talented people in order to carry out their work efficiently, which will positively affect the quality of services with competitive creativity as mediating variable in IT companies in Jordan. The study attempts to provide knowledge pertaining to the current level

of talent management, service quality and competitive creativity of IT companies in Jordan. It is expected that one can learn about the critical of talent management in improving the quality of services through competitive creativity in IT companies in Jordan. Therefore, it is hoped that this research will provide support for the current proposed solutions to these problems through the influence of talent management on the quality of services through effective competitive innovation strategies, and if so, this could translate into providing the best services to customers in the IT sector in which the competition has become High, which will enhance their competitiveness. Through this study, decision-makers in IT companies can be helped to formulate effective ways to achieve their goals. Additionally, the importance of this study is because it carries in its content the importance of application of IT companies in Jordan, which highlight important topics that enhance the development of the work of companies [17]. This study is also reflected in that it focuses on modern management approaches that are of interest to distinguished organizations at present. This study will contribute to filling the shortage of studies in this field in Jordan thorough discussion of the most important previous studies in this field.

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