

TALENT MANAGEMENT AS A NOVEL APPROACH TO INCREASE EMPLOYEES' SATISFACTION AND COMMITMENT IN THE ICT SECTOR

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Abstract: This research aims to examine the effect of talent management practices on employees' relationship between variables in order to clarify the concept of talent management practices and employee commitment and satisfaction. In this study, the methodology is based on quantitative techniques since this study aims to measure the effect of talent management on employees' commitment and satisfaction from employees' perspectives. Given that the study was conducted using cross-sectional data, thus the correlations and regressions tests were used to analyse the data. To achieve the research objectives, the hypotheses were examined using a survey data set comprising 244 questionnaires gathered from employees working in 176 ICT enterprises in Jordan. The findings indicate that talent management practices considerably impact employee commitment and satisfaction. Employees' satisfaction would mediate the relationship between talent management practices and employees' commitment. Thus, employees' satisfaction and commitment increase whenever companies adopt talent management practices. The results further revealed that talent management increases positive employee behaviours and decreases counterproductive behaviours via the partly mediation function of employee satisfaction; that is why the ICT firms' managers must develop talent management practices in the organizations. The novelty of this study is the empirical support for the links identified in the proposed deductive theoretical model, as no previous study has empirically tested the effect of talent management practices on employees' commitment and satisfaction in the Jordanians' ICT sector. Thus, the organisation could use talent management as a tool to increase the positive work attitudes, such as employees' commitment.

Key words: attracting, retaining, talent, development, HRM

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Introduction

The ICT sector is growing in importance in Jordan's economy, and it has been recognised as a key driver of the country's development. This sector has helped to boost GDP, development, and job creation while also reducing unemployment rates. From this point, it is important to understand how employees' satisfaction and commitment in this sector could be affected by talent management practices and keep qualified employees and skillful workers on the organisation's staff.

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Recently, talent management has piqued the interest of many researchers in the world of work, and it has been discussed extensively in the research literature regarding its critical role in organizational performance and efficiency (Tabor-Błażewicz, 2019). There has been an increased interest in exploring the challenges of remaining up to date and adapting to new organizational needs (Wiblen & McDonnell, 2020). Learning is no longer just connected to education or seen as a purely pre-job matter (Grabara et al., 2019). There has been a change of emphasis from lifelong employment and job security to employability, lifelong learning, and talent management (Collings et al., 2019). Generally, firms have been observed to be capable of improving employee performance through talent management (TM) practices (Luna-Arocas & Morley, 2015). Employee performance is viewed as a tangible and measurable thing people do that is relevant to the organization's main goals and could be controlled by different approaches. (Mura et al., 2021; Kakar et al., 2022). Thus, it is important to provide the employee with a good working environment (Vveinhardt & Sroka, 2020) and make him/her satisfied with avoiding counterproductive behaviours, that is, non-task behaviours with negative effects for both the firm and the employees (Bhatt & Sharma, 2019). It has been of interest for a considerable time to see how TM correlates with several aspects of employee behaviours, such as employee satisfaction (Kement et al., 2021). Because of this gap in the literature, we currently have a limited understanding of how TM affects different aspects of employee satisfaction empirically (Altindağ et al., 2018).

Successful organizations rely on committed, satisfied and involved employees (Shafait et al., 2021). The concepts of employees' commitment, employees' satisfaction and organisational commitment have been shown significantly to be affected by the practices of the organisation, such as those used to attract, develop and maintain key and talented employees (Briganti & Samson, 2019). This can be regarded as the element of strategic human resource management of the organization, with substantial influence on organizational performance (Ludwikowska, 2021).

The study tries to answer the following questions: How could talent management control employees' commitment and satisfaction? Which would TM practices affect more, employees' satisfaction or their commitment? Moreover, this study aims to examine the relationship between TM and dimensions of employees' satisfaction and to what extent TM could control this behaviour. It also explores the effect of TM on employees' commitment, which is considered a pattern of employees' involvement. These significant results will present novel clues as to how each aspect of employee satisfaction will be affected and controlled through TM practices and employees' commitment. Moreover, it would provide guidelines for managers on what they should focus on more; employees' commitment or employees' satisfaction, and which one should be developed more.

Literature Review

Over the last decade, there has been an increase in interest in TM research, and empirical studies have been conducted to examine the concept and its implications. Therefore, of all the resources available to a firm, talented employees and programmes for directing them are the most valuable (Minarová et al., 2021). Following several pieces of research in the domain of talent, the rising demand for and hiring of exceptional employees, as well as their management, has become an important subject for research (Bonneton et al., 2019). However, there is still a scarcity of research on the meaning and scope of TM and methods for studying its impact on organizational behaviour, although TM is typically concerned with how an organization may treat high-performing/high-potential employees. Lewis and Heckman (2006) provide one of the most common definitions of TM, which is also used in this study: efforts and activities that include the systematic identification and hiring of key employees that directly contribute to the firm's competitive advantage. The evolution of the talent concept demonstrates organizational commitment by identifying specific strategies to entice talented employees to participate in training programs, paid scholarships, and workshops to improve their capabilities (Ananthan et al., 2019). The organisation should consider the current and future needs of talent and create pathways and strategies to manage talent growth. It should motivate talented employees to be more engaged by coordinating HR practices to promote and sustain talent development efforts (Tatoglu et al., 2016; Oláh, 2018). On the other hand, maintaining the talent concept demonstrates an organisational commitment to maintaining a positive working environment and open lines of communication with talented personnel. That is shown positively in their job satisfaction. Furthermore, the capability to attract and retain talent is becoming one of the main factors for organisations globally (Bhatt & Sharma, 2019). Otherwise, high-performance organizations outperform their competitors in several advanced human resource practices, such as the working environment, training programs, and development opportunities they provide to employees (Li et al., 2017). Developing this capability begins with the recognition that talents underpin the competitiveness of organisations (Gallardo-Gallardo et al., 2020). Researchers have discovered a link between TM and various employee job attitudes, particularly satisfaction and effective employee commitment. TM has been shown to generate higher job satisfaction, and high levels of employee retention, and TM can also decrease the cost of labour and expenses to improve competitiveness and productivity (Nafei, 2015).

On the other hand, Chami-Malaeb and Garavan (2013) discovered that TM practices are linked to affective commitment substantially. Meanwhile, several studies have been conducted on the relationship between TM and employee satisfaction in various sectors. Moreover, according to the researchers (NareshBabu et al., 2017; Mensah, 2015), it has been discovered that there is a correlation between TM and employee satisfaction. Besides, it is concluded that TM practices that are targeted at developing and maintaining talented personnel have a significant effect on employee

satisfaction. Furthermore, the social exchange theory (SET) also supports the theoretical explanation and understanding of the relationship between TM and employee work behaviours (Pekerşen & Tugay, 2020). Another study carried by Obeidat et al., (2018) has investigated the direct impact of TM on health care sector organizational effectiveness. Thus, TM practices signal to talented employees that their firm cares about their satisfaction, making them more dedicated and loyal. Accordingly, our hypotheses are as follows:

H1. A positive relationship exists between talent management and employees' satisfaction in Jordanian ICT sector.

H1.a: A positive relationship exists between attracting talent and employees' satisfaction in Jordanian ICT sector.

H1.b: A positive relationship exists between maintaining talent and employees' satisfaction in Jordanian ICT sector.

H1.c: A positive relationship exists between developing talent and employees' satisfaction in Jordanian ICT sector.

Employees' satisfaction and commitment are considered essential operators in defining employees' contribution to the company and their intention to be engaged with it (Abujudeh, 2019). The importance of employees' satisfaction and commitment has been discussed in many studies. For example, it is found that satisfaction and commitment affect the efficiency of firms (de la Torre-Ruiz et al., 2019). Asharini et al. (2018) support this by noting that employees' satisfaction influences the productivity of organizations by keeping high performance and effective services. Other empirical studies have also found a positive effect on employees' satisfaction with organizational commitment (Boateng & Hsieh, 2019). Accordingly, the researchers proposed the following hypothesis:

H2: A positive relationship exists between employees' satisfaction and employees' commitment.

Nowadays, to have a significant and effective performance long-term, employee commitment is necessary for every organization. Mesjasz-Lech (2014) and Meyer et al. (1993) viewed organizational commitment as the psychological status that describes the employee's interaction with the enterprise. It is the factor that has a crucial effect on the decision to continue or discontinue existence in the enterprise. Three types of commitment were discussed in the literature normative, continuous, and effective, which will be measured in this study by using one scale.

The employees want to show extraordinary performance individually and as part of a team as well. This proves that improvements to the employees' commitment degree will improve the organization performance (Mensah, 2019). However, organizations offering a secure job, good income and opportunity for development will attract talented employees who also want to be part of the organization in the long term (Hafez et al., 2017). So, when employees are not committed, it will lead the organization to lose the most skilled and talented employees and the competitive market. Thus, the organization needs to increase the commitment of the employees by adopting talent management practices for employee retention, and employees

who have high commitment will invest their energy and time to achieve the organization's goals (Kaliannan et al., 2016). Therefore, the organization needs to understand the importance of employee commitment to find the best practices. Many studies found a positive relationship between HR practices and employees' commitment. Maheshwari and Vohra (2015) found a positive relationship between TM practices and the level of commitment in an organization, Worimegbe et al. (2020) also demonstrate the positive relationship between HR practices and employees' attitudes, such as job satisfaction and employees' commitment. Also, Collings and Mellahi (2009) discovered a positive correlation between TM practices and employees' commitment. The following hypothesis will be assumed as a conclusion to the previous:

H3. A positive relationship exists between TM and employees' commitment.

Talent management was mainly designed to improve employees' level of performance in required skills, meet organizational requirements and enhance the process of recruiting (Kot et al., 2021). Thus, to enhance organizational commitment and satisfaction, the focus shall be on applying talent management practices and programmes to harmonise with the whole organizational context (Tabor-Błażewicz, 2019).

Research Methods and Model

This model was inspired by a study done by Nobarieidishe et al. (2014) and Brewer (1996). This framework depends on the social exchange theory from the (SET) perspective. When the organisation acts positively towards employees, the employees will respond positively, which is beneficial to the organisation.

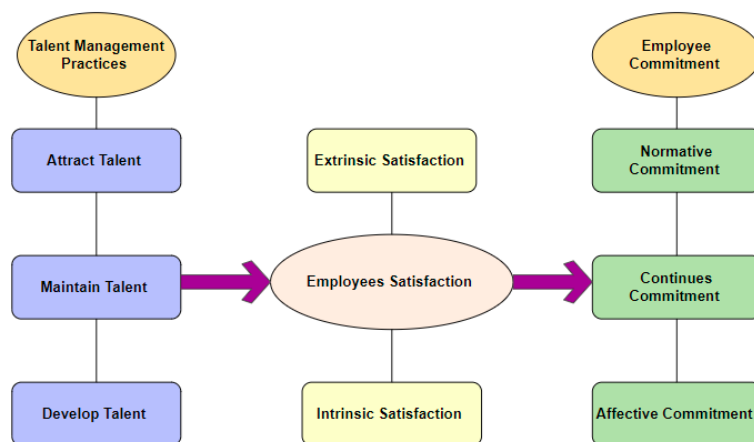


Figure 1: Research model.

Source: Brewer, 1996

Secondary data was gathered from published studies, articles and annual reports to supplement this research. Besides, a personal administrative questionnaire was also used to collect primary data. This questionnaire is made up of three sections, beginning with the demographic data section and the second titled talent management, which is based on a study conducted by Nobarieidische et al. (2014), and the third part is employees' satisfaction then employees' commitment adopted from a study conducted by Brewer (1996). The ICT was chosen as a study population because it is a talent management-intensive industry requiring highly qualified workers and talented employees to work in 246 companies until September 2020. After finishing the data collection stage of the research, the collected data was classified and analysed using the SPSS software. Descriptive and inferential statistical techniques were applied. This research applies the most used measures of descriptive statistics. Additionally, to evaluate the research hypotheses, a simple regression analysis is employed. To ensure face validity, the researchers started by collecting and using scales used and developed by other researchers in the same interest area. And then, the instrument items are translated into Arabic to ensure that the instrument is fully understood so that the answers will be accurate. To enhance the validity of the scales, the questionnaire was presented to academics in the same research field to ensure that the wording and language of the questions were good, check that the translation was clear, and guarantee that the research instrument was well designed, and each variable's relevant dimensions were assessed by all of the elements. The questionnaire was checked by four academics and specialists, taking on board their comments and recommendations. Furthermore, the scales have been already developed and validated.

Sample

The ICT sector is one of the Jordanian economy's sectors that has been subjected to the "talent war" motto. The reason behind choosing the ICT sector as a population for this study is that this sector needs to high skilled, performed, and talented employees to work in. Data was collected using a survey questionnaire given to licensed ICT firms in Jordan, of which there are 246 firms till the end of September 2020. Only 176 firms participated in this study. This study aims to measure TM practices from an employees' perspective, so questionnaires were distributed to employees from different managerial levels. Of the 300 questionnaires distributed to different employees, 260 questionnaires were returned, and 244 usable questionnaires were analysed with a response rate of 93.85%. To select the study respondents, the authors employed the simple random technique.

The consistency of the study instrument was taken into consideration by testing internal consistency and content validity. However, construct validity was not determined in this study because the scales have already been validated.

Academics and selected respondents also pre-tested the instrument for adequacy and relevance. This helped in evaluating the items' content validity. The internal consistency was examined by evaluating the calculated Cronbach alphas. All Cronbach alphas are higher than 0.70, suggesting that the instruments are reliable.

Table 1 presents the values of Cronbach alpha coefficients, which indicate accepted and high reliability.

Table 1. Cronbach's alpha coefficients.

	Number of items	Cronbach's alpha values
Talent attraction	9	0.733
Talent maintenance	6	0.760
Talent development	12	0.728
Talent management	27	0.740
Employees' satisfaction	20	0.849
Employees' commitment	9	0.936

Source: Own compilation.

This result indicates that the independent variable, TM, and all its three dimensions attract talent, maintain talent, and develop talent, have a statistically significant correlation with the dependent variable, employees' commitment, and mediating variable, employees' satisfaction, at a significant level equal to (0.01). The results also indicate that the TM variable strongly affects the employees' commitment variable with a correlation coefficient.

Table 2. Correlation matrix and hypotheses test.

Correlations		Talent Attract	Talent Maintain	Talent Develop	TM Total	ES	EC
Talent Attract	Pearson Correlation	1					
	Sig. (2-tailed)						
Talent Maintain	Pearson Correlation	0.349**	1				
	Sig. (2-tailed)	0.000					
Talent Develop	Pearson Correlation	0.317**	0.400**	1			
	Sig. (2-tailed)	0.000	0.000				
TM Total	Pearson Correlation	0.513**	0.732**	0.639**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
Employees Satisfaction	Pearson Correlation	0.380**	0.400**	0.479**	0.460**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
Employees' Commitment	Pearson Correlation	0.375**	0.479**	0.442**	0.517**	0.763**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

Source: own compilation, 2022

Testing the hypotheses

To test hypothesis 1, the researchers used simple linear regression analysis. Table 3 shows the results of the regression. The first hypothesis (H1) states that TM and employees' satisfaction have a positive relationship.

Table 3. Model Summary of H1.

Model	R	R Square	Adjusted R Square	Std. Error of Estimation
1	.460a	.212	.208	.432
a. Predictors: (Constant), TM Practices				
b. Dependent Variable: Employees Satisfaction				

Source: Own compilation.

The R = 0.460 shows a positive correlation between TM practices (attracting talent, maintaining talent, developing talent) and employees' satisfaction. This means that

the independent and dependent variables both move in the same direction. The R-value is a standard for how the observed data has been portended by the model. The value of $R^2 = 0.212$ shows that talent management can explain 46% of the variation in employees' satisfaction. Besides, this indicates that the higher the TM practices are, the better the employees' satisfaction is expected. The adjusted $R^2 = 0.212$ shows the generalizability of the model. It allows the generalization of the sample results to the entire population. It is noticed that the value of adjusted R^2 is very close to the value of R^2 .

Table 4. ANOVA of the H1.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.130	1	12.130	64.967	.000b
	Residual	45.182	242	.187		
	Total	57.311	243			
a. Dependent Variable: Employees Satisfaction						
b. Predictors: (Constant), TM Total						

Source: Own compilation.

The analysis of variance (ANOVA) is the second component of the output, and the study used it to test H1 statistically (Table 4). The F-ratio for the data is 64.967, which is significant at ($p < 0.05$) (Alpha equals $\text{sig} = .000$). This indicates that there is a less than 0.05% chance that such an F-ratio would occur by chance. In conclusion, this model suggests a positive relationship between TM practices on employees' satisfaction, and thus, the hypotheses are accepted.

Table 5. Coefficient predictors of the first three main hypotheses of the central hypothesis.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.997	.413		4.836	.000
	Talent Attract	.092	.051	.095	1.804	.033
	Talent Maintain	.110	.051	.111	2.134	.034
	Talent Develop	.549	.050	.572	11.070	.000
a. Dependent Variable: Employees Satisfaction						

Source: Own compilation.

Table 5 shows the standardized coefficients for each TM dimension. The β coefficient was statistically significant at the 5% level for all dimensions; however, the third dimension, which is talent development, has the strongest relationship with employees' satisfaction, with $\beta = 0.572$.

The *second hypothesis (H2)* states that a positive relationship exists between TM and employees' commitment. The results of testing the second main hypothesis are explained in Table 6.

Table 6. Model summary of H2.

Model	R	R Square	Adjusted R Square	Std. Error of Estimation
1	.230a	.053	.049	.474

a. Predictors: (Constant), TM; b. Dependent Variable: Employees' Commitment

Source: Own compilation.

The $R = 0.230$ shows a positive correlation between TM and employees' commitment. This means that the higher the employees' satisfaction is, the better we would expect the employees' commitment to be. The value of $R^2 = 0.053$ shows that TM can account for 23% of the variation in employees' commitment. The adjusted $R^2 = 0.049$.

Table 7. ANOVA of H2.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.043	1	3.043	13.568	.000b
	Residual	54.269	242	.224		
	Total	57.311	243			

a. Dependent Variable: Employees' commitment

b. Predictors: (Constant), TM

Source: Own compilation.

The (ANOVA) is the second component of the output, and the authors used it to test H2 statistically (Table 7). It is determined that the F-ratio for the data is 13.568, which is significant at ($p < 0.05$) (Alpha, in this case, equals $\text{sig} = .039$). It has been found that there is a less than 5% chance that this F-ratio would occur by chance. It can be concluded that there is a positive relationship and effect of TM on employees' commitment, and thus, the hypothesis is accepted.

The *third hypothesis (H3)* states that a positive relationship exists between employees' satisfaction and employees' commitment (Table 8).

Table 8. Model summary of H3.

Model	R	R Square	Adjusted R Square	Std. Error of Estimation
1	.647a	.418	.416	371
a. Predictors: (Constant), employees' Satisfaction;				
b. Dependent Variable: Employees Commitment				

Source: Own compilation.

The $R = 0.647$ shows a positive correlation between employees' satisfaction and employees' commitment. The value of $R^2 = 0.418$ shows that employees' satisfaction can account for 41.8% of the variation of employees' commitment. The adjusted $R^2 = 0.416$. The $R = 0.647$ shows a positive correlation between employees' satisfaction and employees' commitment. The value of $R^2 = 0.418$ shows that employees' satisfaction can account for 41.8% of the variation of employees' commitment. The adjusted $R^2 = 0.416$. It is determined that the F-ratio for the data is 173.844, which is significant at the 5% level ($p < 0.05$) (Alpha, in this case, equals $\text{sig} = .039$). In conclusion, there is a positive relationship and effect of employees' satisfaction on employees' commitment, and thus, the hypothesis is accepted.

Table 9. ANOVA of H3

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.959	1	23.959	173.844	.000b
	Residual	33.352	242	.138		
	Total	57.311	243			
a. Dependent Variable: Employees' Commitment						
b. Predictors: (Constant), Employees' Satisfaction						

Source: Own compilation.

Discussion

This research aims to examine the effect of TM as mediated by employees' satisfaction. Our findings indicate that employee satisfaction, commitment, and TM. It is also found that job satisfaction partially mediates the relationship between TM and employees' commitment. Earlier studies have found a positive relationship between employee performance and TM (Luna-Arocas & Morley, 2015). Nevertheless, these studies did not examine the effect of TM practices on employees' satisfaction and employees' commitment.

The contribution of this article is in showing that TM can reduce negative behaviours such as being disloyal to the organization as well as increasing employee satisfaction. Consequently, on the one hand, implementing TM will bring employee satisfaction regarding main work activities, creativity, and employees' behaviours. On the other hand, it will reduce negative behaviour in the work environment. These results boost the SET in showing that talented employees will reward the firm for their

performance and positive attitudes when firms operate TM practices. Investing in TM practices gives a sign to talented employees to perform their tasks to the fullest. In line with previous research, it has been discovered that TM is positively associated with job satisfaction and commitment (Chami-Malaeb & Garavan, 2013; Luna-Arocas & Morley, 2015; NareshBabu et al., 2017; Mensah, 2015; Nemțeanu & Dabija, 2020). Therefore, implementing TM is likely to increase job satisfaction, affective commitment and positive work attitudes. These findings reflect the hypotheses suggested by SET, which argues that when firms invest in their employees and make use of TM practices and occupational development, employees go on to return these organisational efforts. As a result, committed and satisfied talented employees are more inclined to exert greater effort to achieve their goals. On the other hand, these employees are less likely to engage in counterproductive behaviour that could harm the success of their companies and the work environment (Dragolea et al., 2017).

Conclusion

This study set out to determine the mediating relationship between TM practices and employees' commitment. This study has shown that TM practices increase the positive work attitudes of the employees and also reduce counterproductive behaviours. Moreover, it has been found that TM practices have a positive relationship with employees' satisfaction and commitment. Finally, employees' satisfaction partially mediates the relationship between TM and employees' commitment. From these findings, it can be concluded that TM increases positive employees' positive behaviours and reduces counterproductive behaviours through the partial mediating role of employees' satisfaction.

This study's results generate important implications for managers and organizations decision-makers, suggesting that implementing TM practices could be a way to improve employee performance in terms of increasing positive employee behaviours and reducing unwanted behaviours. They should note that employees' satisfaction mediates the relationship between TM practices and employees' commitment. Therefore, investment in and improvements to TM practices that strengthen employees' satisfaction and bolster their affective commitment could maximize gains in effectiveness and achievement.

As an area for new researchers, the researchers suggested implementing such a study in different sectors like the insurance sector and banking sector in Jordan since no literature is found in this field. This would provide the opportunity to compare results from different sectors and the implications of this. It was also proposed to further develop this study by investigating other talent management practices that are not considered and discussed in this study.

Several limitations are addressed in this study. Despite the contribution of the current study, there remains a shortage of studies examining the conceptualization of talent management within the context of Jordanian organizations. Thus, further replication of this kind of research in Jordanian organizations is required. This study used cross-

sectional data; therefore, causality cannot be inferred, and results must be shown as correlations rather than causality. Furthermore, the study data were collected from employees in the ICT sector in Jordan using simple random sampling. As a result, the authors cannot generalize their findings to all Jordanian organizations. Finally, the data collection process was challenging due to the pandemic and took longer than expected. Conditions during the pandemic may also have affected respondents' feelings of satisfaction and commitment or how firms were able to implement TM practices.

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ZARZĄDZANIE TALENTAMI JAKO NOWATORSKIE PODEJŚCIE DO ZWIĘKSZANIA SATYSFAKCJI I ZAANGAŻOWANIA PRACOWNIKÓW W SEKTORZE ICT

Streszczenie: Niniejsze badanie ma na celu zbadanie wpływu praktyk zarządzania talentami na relacje pracowników w celu wyjaśnienia pojęcia praktyk zarządzania talentami oraz zaangażowania i satysfakcji pracowników. W niniejszym badaniu metodologia opiera się na technikach ilościowych, ponieważ badanie to ma na celu zmierzenie wpływu zarządzania talentami na zaangażowanie i satysfakcję pracowników z perspektywy pracowników. Biorąc pod uwagę, że badanie zostało przeprowadzone na danych przekrojowych, do analizy danych wykorzystano testy korelacji i regresji. Aby osiągnąć cele badawcze, hipotezy zostały zweryfikowane przy użyciu zestawu danych ankietowych obejmującego 244 kwestionariusze zebrane od pracowników pracujących w 176 przedsiębiorstwach ICT w Jordanii. Wyniki wskazują, że praktyki zarządzania talentami znacząco wpływają na zaangażowanie i satysfakcję pracowników. Zadowolenie pracowników pośredniczyłoby w związku między praktykami zarządzania talentami a zaangażowaniem pracowników. W ten sposób satysfakcja i zaangażowanie pracowników wzrasta, gdy firmy przyjmują praktyki zarządzania talentami. Wyniki ujawniły ponadto, że zarządzanie talentami zwiększa pozytywne zachowania pracowników i zmniejsza zachowania szkodliwe dzięki częściowo pośredniczącej funkcji satysfakcji pracowników; dlatego menedżerowie firm ICT muszą rozwijać praktyki zarządzania talentami w organizacjach. Nowością tego badania jest empiryczne wsparcie powiązań zidentyfikowanych w proponowanym dedukcyjnym modelu teoretycznym, ponieważ żadne wcześniejsze badanie nie przetestowało empirycznie wpływu praktyk zarządzania talentami na zaangażowanie i satysfakcję pracowników w jordańskim sektorze ICT. W ten sposób organizacja mogłaby wykorzystać zarządzanie talentami jako narzędzie do zwiększania pozytywnych postaw w pracy, takich jak zaangażowanie pracowników.

Słowa kluczowe: przyciąganie, zatrzymywanie, talent, rozwój, HRM

人才管理是一种提高员工对 ICT 行业满意度和承诺的新方法

摘要：本研究旨在考察人才管理实践对员工变量关系的影响，以明确人才管理实践与员工承诺与满意度的概念。在本研究中，该方法基于定量技术，因为本研究旨在从员工的角度衡量人才管理对员工承诺和满意度的影响。鉴于该研究是使用横截面数据进行的，因此使用相关性和回归测试来分析数据。为实现研究目标，使用调查数据集对假设进行了检验，该数据集包括从约旦 176 家 ICT 企业的员工收集的 244 份问卷。调查结果表明，人才管理实践显著影响员工的承诺和满意度。员工满意度在人才管理实践与员工承诺之间的关系中起中介作用。因此，每当公司采用人才管理实践时，员工的满意度和承诺都会增加。结果进一步表明，人才管理通过员工满意度的部分中介作用，增加了积极的员工行为，减少了消极的行为；这就是为什么 ICT 公司的管理者必须在组织中发展人才管理实践的原因。本研究的新颖之处在于对所提出的演绎理论模型中确定的联系的实证支持，因为之前的研究没有实证检验人才管理实践对约旦人 ICT 部门员工承诺和满意度的影响。因此，组织可以使用人才管理作为一种工具来增加积极的工作态度，例如员工的承诺。

关键词：吸引, 留住, 人才, 发展, 人力资源管理