

**-RESEARCH ARTICLE-**

## **THE IMPACT OF TALENT MANAGEMENT ON ACHIEVING STRATEGIC OBJECTIVES: A STUDY ON THE JORDANIAN PHARMACEUTICAL INDUSTRIES**

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### **—Abstract—**

Companies have been utilizing talent management as a crucial method for creating and maintaining organizational leaders. Using a comprehensive set of operations to ensure that a company attracts, develops, and retains the personnel it will need in the future is characterized as talent management. Companies have been utilizing talent management as a crucial method for creating and keeping company leaders. Consequently, this study aims to determine the impact of talent management on the strategic objectives of

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Jordanian pharmaceutical companies, employing the target sample in a comprehensive survey, distributing 170 questionnaires to male and female employees, and retrieving 150 valid questionnaires for statistical analysis (88.2%). SPSS 23 was used to analyze the study's obtained data using descriptive and inferential statistics. The study's findings revealed the existence of talent management's influence on the strategic objectives' dimensions in Jordanian pharmaceutical businesses. The report also presents research implications and recommendations based on the findings.

**Keywords:** Jordanian pharmaceutical industries, strategic goals, talent management, RBV

## 1. INTRODUCTION

Organizations compete for the most talented competencies and human resources to achieve strategic goals, with the existence of more sustained competition in the business markets and the increase of these goals in recent years; driven by the development in various aspects such as economic, social, and technological as well as the development of methods and strategies' types between organizations, which rely primarily on attracting the most skilled and effective individuals. Talent management has recently attracted much attention in human resources research and has become a fundamental component of human resources management strategies. Organizations that have paid more attention to talent have seen advancements in their competitive-age work, and they give talent and talent management the highest priority in the life cycle of human resources activities (Al-Hafnawi, 2020).

Strategic goals (profitability, growth, social responsibility, and organizational reputation) are a major and significant component for the company anytime it sets its primary strategy to attain strategic objectives, obtain a distinct market position, or enhance its position in the targeted market (Kyengo et al., 2016). Talent Management aims to achieve strategic objectives by achieving the continued and sustainable excellence of the organization; in comparison to other competing organizations; and by gaining a good position in the competitive environment, where strategic objectives help organizations to identify their position in the competitive surroundings or environment while ensuring to take advantage of available opportunities, adapt to changes, and avoid risks a threat (Mahdi, 2019).

Due to the operation of organizations in a volatile environment rife with internal and external threats and challenges, competition intensity increased, prompting organizations to adopt some strategic objectives by facing competitors in their field and overcoming the risk of competition between organizations that operate in the same field for market continuity, uniqueness in providing distinguished services or products, and acquiring the largest competitive advantage. In addition, it offers products and services of superior quality to its competitors in this industry, allowing it to control price fixing by minimizing costs, differentiating its products according to customer needs, or

targeting a specific category of consumers or market based on its objectives and interests (Bozeidi, 2020). Therefore, this applied study aims to assess the effect of talent management on the achievement of strategic goals in Jordanian pharmaceutical enterprises.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Foundation

The Resource-Based View (RBV) provides the theoretical foundation for this ongoing inquiry. RBV argues that a corporation can achieve a sustainable competitive advantage if its resources are valuable, scarce, difficult to copy, and irreplaceable (Gerhart et al., 2021). Intangible assets, such as a company's intellectual capital, winning brands, and innovative ideas, have emerged as key sources of competitive advantage for companies (Shet, 2020). The RBV is the foundation of this school of thought, often known as strategic human resource management (Narayanan et al., 2019). Suppose an organization's human resource meets all of the characteristics of a firm's resource that is capable of providing a sustainable competitive advantage. In that case, it is regarded as the organization's most valuable asset (Kaliannan et al., 2022). Except for the high-quality talent pool, it should be no surprise that not all of an organization's human resources fit these traits. The talent pool of an organization's personnel, characterized by strong performance and excellent prospects, can provide that organization with a lasting competitive edge.

### 2.2 Talent Management

It is commonly defined as attracting and retaining highly qualified and skilled employees to work, integrate, develop, and retain in the organization (Bozeidi, 2020). In contrast, procedurally, it is known as the modern talent management trend in Jordanian pharmaceutical companies by attracting, developing, retaining, and planning for this talent. Companies have begun to use talent management as an important tool for developing and maintaining leaders. Talent management is a comprehensive set of activities designed to ensure that a company attracts, develops, and retains the talented individuals it needs for the present and future (Shahi et al., 2020). Claus (2019) asserts that talent management is the most effective way to attract the attention of companies around the world, as it is primarily designed to improve the attraction and development process of skilled individuals to meet the current organizational needs. The diverse characteristics of this management include attraction, selection, supervision, performance management, career development, leadership development, alternative planning, and excellence (Gallardo-Gallardo et al., 2020).

The significance of talent management is also reflected in its capacity to equip businesses and organizations with the capacity to meet current economic challenges, where, in light of the financial collapses of companies around the world, the significance

of talent and capabilities emerges as the primary pillars for the progress and resilience of businesses and institutions (Shahi et al., 2020). It also contributes significantly to the empowerment of companies and the enhancement of their performance and productivity, which enables them to obtain the highest competitive positions compared to other companies that haven't invested in the potentials and possibilities of talented people and haven't given it importance, where talent management processes have demonstrated their effectiveness in highlighting the role of talented employees and the significance of employee engagement (Gallardo-Gallardo et al., 2020).

In addition, Bagheri et al. (2020) explained that engaging in the labor market and keeping up with its needs is one of the most important opportunities offered by talent management for companies, as it enables them to be the first to provide diverse services and innovative products for customers, which contributes to maintaining corporate stability and their resilience during the economic crisis, as well as contributing to addressing managers' concerns in companies. Claus (2019) added that the significance of talent management is reflected in the capacity to develop corporate work and improve organizational performance by implementing strategies to attract, retain, and develop talent and integrating the talented employees' capabilities with the company's competitive performance and productivity objectives, which contributes to ensuring the continuity of corporate work and achieving high competitive positions at the local and global levels (Gallardo-Gallardo et al., 2020). The significance of talent management is reflected in its capacity to meet the requirements of corporate success and the desires of customers who do business with these organizations as a result of the innovative products and services they offer that are based on efficient and high-performance talent and manpower (Bozeidi, 2020).

Competitive creativity encourages talent management to provide talent and effectively manage it because it contributes to raising the competitive creativity level of corporations through the effective implementation of innovation strategies and by emphasizing the use of modern technological methods and the appropriate scientific knowledge; as a foundation for increasing the efficiency and effectiveness of creatively talented employees (Hasanpour et al., 2019). As a result, the significance of intellectual skills and capabilities of human capital as a source of thought and strategic planning, as well as a foundation for sustainable competitiveness and for increasing the competitiveness between companies through innovation, has increased (Salau et al., 2018). Researchers believe that talent management is a key pillar of administrative leadership as well as reason and value commitment because it affects the rationality level of company management behavior and gives it the characteristics of excellence and leadership in addressing opportunities, ideas, and challenges in its present and future environment. In addition to talent attraction, talent development, talent retention, and talent planning, talent management has multiple facets including talent planning.

Conventionally, talent attraction is the first step in the talent management process and is associated with an organization's ability to create a reputation, prestige, and brand to attract outstanding and efficient human resources based on positive results that can be quantitatively and qualitatively measured (Radwan, 2020). Procedurally, talent attraction is the effort of pharmaceutical companies in Jordan to attract highly qualified and skilled human resources. Talent Development is conventionally defined as developing the skills, characteristics, and personal capabilities of employees and assisting them in achieving their potential in a manner that makes them more productive (Zenati, 2020), while it is procedurally defined as the activities of pharmaceutical companies in Jordan to develop the skills and competencies of employees to increase their productivity.

Talent Retention: conventionally, it refers to the methods or strategies that organizations use to retain human talent; which varies from organization to organization and may be represented in giving trust and commitment to employees in some organizations and may depend on rewards in others (Alsawalhah, 2020), whereas procedurally, it refers to the methods pharmaceutical companies in Jordan use to retain their talented employees and provide all the necessary rewards a company needs to be successful. Conventionally, talent planning is defined as predicting a company's future needs for talent using quantitative and qualitative methods, studying all environmental variables, and utilizing information technology (Armstrong, 2020). Procedurally, talent planning is defined as the strategies implemented by pharmaceutical companies in Jordan to plan and predict the company's needs for talent.

### 2.3 Strategic Objectives

It is conventionally defined as the organization's perception of future competitiveness by designing, setting long-term goals, and identifying relationships between them to detect its opportunities and risks, as well as identifying strengths and weaknesses of strategic decision-making that positively affect the competitiveness of organizations and reviewing and evaluating them periodically (Kashrood, 2020). Profitability, growth, organizational reputation, and social responsibility are strategic objectives, which can also be defined as the long-term goals and outcomes that must be attained over the long term.

*Profitability:* profitability considers a scale to judge its effectiveness and can be measured through the relationship between earnings and sales or through the relationship between earnings and investments that contributed to achieving it; in the same medical service that is currently practiced or the investment in a new industry (Kravariti et al., 2020).

*Growth:* It is the phase in which an organization begins to achieve deployment and acquisition of a big market share, as well as a better ability to compete with rivals, and begins to generate a substantial profit as long as the market is expanding; while working

to meet the needs of a growing market (Masri et al., 2019). During the growth phase of an organization's life cycle, firms should invest in extending research and development activities, hiring highly trained workers, and increasing the quality and quantity of their services (Collings et al., 2019).

*Social Responsibility:* Contributing to a wide range of social activities, such as fighting poverty, improving services, combating pollution, generating job opportunities, and aiding in the resolution of prevalent societal issues, is the business's commitment to the society in which it operates (Hao et al., 2018). It is the organization's commitment to promoting positive impacts and eliminating bad impacts on society, to economic development, to enhancing employees' lives and their families, and to community service (Kaplan, 2020). Further, Freitas et al. (2020) defined social responsibility as a set of decisions and actions taken by the organization to achieve desired goals and values prevailing in society, which ultimately represent part of the direct economic benefits of the management of the organization that seeks to achieve it; as part of its strategy to serve the society that operates in its environment. Consequently, social responsibility is a dynamic and ever-evolving idea connected with sustainable development, in which corporations become responsible for caring about the environment and engaging in economic and social development in addition to pursuing wealth and profits.

*Organizational Reputation:* It's a set of indicators about the organization's performance and its capacity to provide exceptional goods and services for consumers, to establish the organization's ability to continue providing these services, and to inspire customers' trust that it will continue to do so (Al Haraisha et al., 2021). Organizational reputation is the mental image formed and consolidated in customers' minds about the organization over the years, which may be a positive image and impression or vice versa (Yadiati, 2019). A good organizational reputation achieves a competitive advantage by leading the market price of products or services. Also, it assists the organization in retaining and attracting qualified workers (Hossin et al., 2021). In addition, a positive company reputation promotes sales, attracts investment, and strengthens employee engagement and loyalty (Graham et al., 2018).

It is evident from the preceding definitions that an organization's reputation substantially impacts its relationships with customers and shareholders and its overall performance. Several variables contribute to an organization's reputation, with employee conduct and product or service quality being the most significant (Yadiati, 2019). Organizational reputation can also be gained through a variety of external factors, such as friends of the organization, press and media, workers' conversations about their organization, and social media; thus, it is a general impression that has been formed over several years in the minds of those who interact with the organization (Al Haraisha et al., 2021). Without a doubt, senior management of the organization should ensure to build of a good organizational reputation by consistently making the right decisions and establishing an appropriate organizational environment that motivates employees to participate in



building a good organizational reputation that contributes to the organization's competitive advantage and helps it achieve its strategic objectives.

### 3. PREVIOUS STUDIES

#### 3.1 Studies Related to Talent Management

[Ziadah \(2021\)](#) investigated the influence of human talent management on career performance (talent attraction, talent development, talent retention, and talent planning) (productivity, quality, and efficiency). The Abha branch managers and staff of Al-Rajhi Bank were randomly selected for a descriptive and quantitative study. The study determined that talent management impacted job performance and advocated the development of innovative mechanisms for recruiting, selecting, and retaining people. The study helped academics establish a model for the independent variables of talent management (talent attraction, talent development, talent retention, and talent planning). [Abdul Hadi \(2020\)](#) attempted to determine the influence of talent management (attracting talent, developing talent, and retaining talent) on job performance in the Egyptian Telecommunications Company by selecting a random class sample of (384) employees and utilizing a questionnaire. The study found a talent management influence (talent attraction, talent development, talent retention, and talent planning) on job performance. It recommended attracting, retaining, and developing employees' talent by offering development courses for employees' capabilities and conducting additional research on the dimensions of talent management, particularly talent retention. Based on the independent variable talent management (talent recruitment, talent development, talent retention, and talent planning) and the study population, researchers developed a study model.

[Al-Hafnawi \(2020\)](#) analyzed the effect of talent management (talent planning, talent recruitment, remuneration and rewards, talent performance management, career empowerment, career engagement of talent, and talent organizational culture) on intellectual capital (human capital, relationship capital, structural capital). The study used One-Way ANOVA on a sample of (375) IRS workers from Egypt's Real Estate Tax Authority. The study discovered a disparity between employee perspectives on talent management and intellectual capital, and it urged additional research to demonstrate the impact of talent management on employee empowerment in the tax industry. The study was utilized to construct a model for talent management (talent performance management) with a unique dependent variable and study population.

[Radwan \(2020\)](#) aimed to determine the effect of talent management (attracting talent, developing talent, spreading talent, managing talent performance, retaining talent) on organizational prowess (exploration, exploitation) using deductive research on a sample of (224) employees from commercial banks in Tanta, Egypt. Researchers discovered an ethical correlation between talent management dimensions and organizational prowess. They made several suggestions, the most important of which was the need to conduct

additional research to measure the impact of talent management dimensions on organizational innovation and intermediate organizational prowess in the relationship between talent management and organizational performance. Using (Radwan, 2020), researchers construct a model for talent management (polarization, retention, and development) and organizational prowess (exploration and exploitation) despite disparities in dependent variables and societal research.

Alsawalhah (2020) investigated the effect of talent management (attraction, localization, investment, and retention) on employee development (skills development, knowledge development, and value building). With 280 participants from pharmaceutical businesses in Jordan, the study employed descriptive and analytical methods. The study yielded numerous findings, the most significant of which was the effect of talent management (attraction, localization, investment, and retention) on staff development. A compensation structure was suggested to be developed to incentivize pharmaceutical workers in Jordan to remain in their companies, support talented employees, and involve them in crucial business decisions. Researchers can construct a model for talent management in its aspects (attraction & retention) using different dependent variables, even though the research populations for both studies were comparable.

Harun et al. (2020) investigated the association between talent management (talent planning, talent development, and talent culture) and school management using a sample of 473 Malaysian residential school teachers. Using a structured questionnaire, the study discovered a correlation between talent management (identification, development, and culture) and school administration. It was suggested that, in the future, the role of teachers in school administration be addressed to attract bright school principals. The research aids in the construction of a model for talent management (talent planning, talent development, and talent culture) with a distinct dependent variable and study population.

Al-Wafi (2019) assessed the influence of talent management (attracting talent, developing talent, retaining talent, empowering talent, and rewarding talent) on the Industrial Complex- Ben Hammadi, Algeria's competitiveness (quality, vigilance, creativity, cost reduction). The study employed a quantitative questionnaire and descriptive semi-structured interviews with employees of the Ben Hammadi complex in the industrial zone of Bouaribij Tower, Algeria. The most significant outcome of the study is the relationship between talent management dimensions (attraction, retention, and remuneration) and competitiveness. The study also included several recommendations, the most significant of which emphasized that the first stage in talent management is to attract people, followed by managing them to establish competitive preferences and boost competitiveness. Researchers gain from the investigation by constructing research models with the study population and the independent variable (attracting, developing, and retaining talent).



### 3.2 Studies Related to Strategic Objectives

**Mohammed (2015)** investigated the influence of attracting and retaining employees, increasing their value-added competencies, enhancing organizational performance, and the significance of a participative connection between employees and management on employee job engagement. Using an analytical approach, the study was conducted in Poland and found that human resources management has a positive impact, as evidenced by the development of employees' capabilities by involving them in decision-making processes, which adds significant value to the company's performance as well as attracting and retaining talent, which ensures company continuity and enhances its competitiveness. The research suggests analyzing skills before applying recruitment and training tactics.

**Shahi et al. (2020)** examined the significance of developing and keeping talent in Iran using a sample of 687 workers. According to the study, talent management helps identify functional competencies based on career merit system architectures. Talent management contributes to a flexible career environment by identifying employee strengths and weaknesses and developing their abilities till they attain a high level of performance to bring about positive changes and encourage continuous progress. The study suggested enhancing and supporting talent financially and non-financially to achieve organizational objectives.

**Hana (2013)** wished to determine the effect of creativity and the use of information and technology on attaining competitiveness, obtaining and maintaining new consumers, and recognizing the significance of skilled personnel in supporting creative processes. She collected data using a descriptive-analytic approach and a questionnaire. Talent management leads to competitive inventiveness, enabling businesses and organizations to attain competitiveness using the most advanced scientific IT methodologies, equipment, and innovations. The study recommended using the creativity and innovation tactics of competitive creativity.

**Awwad (2009)** examined 225 managers from various departments to estimate the impact of talent management in Jordanian industrial firms. The study revealed a statistically significant relationship between strategic flexibility and achieving strategic goals. It encouraged additional research on company size, organizational level, industry, and strategic goals.

Based on the abovementioned studies, the following hypotheses have been developed, and a study framework is depicted in [Figure 1](#).

H1: There is a statistically significant impact of talent management in its dimensions (talent attraction, talent development, talent retention, talent planning) on strategic objectives in its dimensions (profitability, growth, social responsibility, organizational reputation) at the Jordanian pharmaceutical companies.

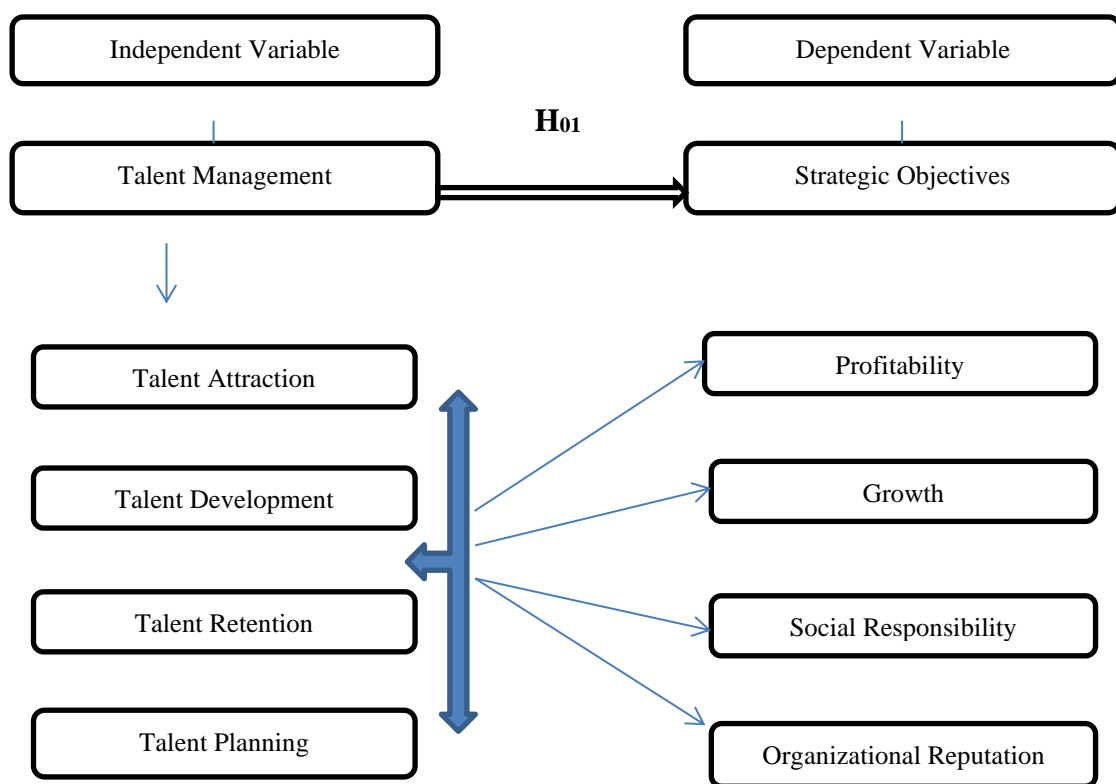
The following sub-hypotheses are derived from this hypothesis:

H1(a): There is a statistically significant impact of talent management on profitability at Jordanian pharmaceutical companies.

H1(b): There is a statistically significant impact of talent management on growth at Jordanian pharmaceutical companies.

H1(c): There is a statistically significant impact of talent management on social responsibility at Jordanian pharmaceutical companies.

H1(d): There is a statistically significant impact of talent management on organizational reputation at Jordanian pharmaceutical companies.



**Figure 1. Study Model**

#### 4. METHODS

The researchers relied on preview strategies and a descriptive-analytical approach to identify the phenomenon characteristics based on the selection of a sample from the study population, a set of rules and procedures for research or study method, and a series of structured steps followed by researchers in analyzing the studied topics until a certain

result was reached (Bougie et al., 2019). The study population consisted of male and female employees in leadership and supervisory positions at Jordanian pharmaceutical companies. The population size consisted of 170 male and female employees. The questionnaire was utilized as a data-gathering instrument. To achieve this objective, the concept of talent management was operationalized with four dimensions: talent acquisition, talent development, talent retention, and talent planning (Abdul Hadi, 2020; Al-Hafnawi, 2020; Al-Wafi, 2019; Alsawalhah, 2020; Armstrong, 2020; Mohammed, 2015; Radwan, 2020; Ziadah, 2021). Likewise, the concept of strategic objectives was operationalized with four dimensions: profitability, growth, social responsibility, and corporate Reputation (Hitt et al., 2016; Wheelen, 2011).

## 5. RESULTS

The study's acquired data were analyzed using SPSS 23. The study's analysis incorporates both descriptive and inferential statistics. Before evaluating the data, the variables' dependability and multicollinearity were evaluated. Cronbach's Alpha was utilized to determine the constructs' reliability in the study. Based on the information in table (1), it is possible to characterize the research instrument as trustworthy. The data obtained from it are suited for measuring variables and are subject to a high degree of dependability.

**Table 1. Cronbach Alpha Internal Consistency Coefficient Values for Study Tool Items**

<b>All dimensions of the independent variable: talent management (.958)</b>				
Dimension	Talent attraction	Talent development	Talent retention	Talent planning
Cornbach Alpha	.859	.904	.913	.900
Number of items	4	4	4	4
<b>All items of dependent variable: strategic objectives (.957)</b>				
Cronbach Alpha	Profitability	Growth	Social responsibility	Organizational Reputation
	.843	.749	.812	.702
Number of items	4	4	4	4
<b>Cronbach Alpha value for all items of study tool (.906)</b>				

It shows from the table (2) that the highest correlation between independent variables is (.780\*\*) between two dimensions (talent planning) and (talent retention), therefore the sample is free of high Multicollinearity problem (Gujarati et al., 2017).

**Table 2. Pearson Correlation Coefficient for Independent Variable Dimensions**

Variable	Talent attraction	Talent development	Talent retention	Talent planning
Talent attraction	1.00			
Talent development	.652 **	1.00		
Talent retention	.676 **	.737 **	1.00	
Talent planning	.689 **	.705 **	.780 **	1.00
** Significant at level (0.01)				

## 5.1 Description of Study Sample Characteristics

According to the [table \(3\)](#), the maximum proportion (52,4%) of the study sample members are male, with (79) employees, while the lowest proportion (47.6%) are female, with (71) employees. The largest proportion of study sample members (41,3 %) is between the ages of 30 and less than 40 years old (61 employees), while the smallest proportion (4,8 %) are under the age of 30 (seven employees). The biggest proportion of research sample members (57.1%) are supervisors, with (86) employees, while the lowest proportion (14.3%) are managers, with (21) employees. The biggest proportion (49.2%) of research sample members have a bachelor's degree (74 employees), while the lowest proportion (23.8%) have a high school diploma or less (36 employees). The biggest proportion of study sample members (52,4%) has at least 15 years of experience with (79) employees. In comparison, the lowest proportion (6.1%) have less than 5 years experience with (9) employees at Jordanian pharmaceutical enterprises.

## 5.2 Description of the Independent Variable (Talent Management)

### *1<sup>st</sup> Dimension: Talent Attraction*

It can be seen from the [table \(4\)](#) that the overall index of the talent attraction dimension was 3.2579, indicating a moderate level of approval. It should also be noted that item (2), states: "Company adopts the traditional attraction methods represented in advertising, recommendations, and direct attraction," ranked first with a mean of (3.4286), indicating a moderate level of approval, while item (3), states: "Company grants limited compensation" ranked last with a mean of (3.0476) and that item

### *2<sup>nd</sup> Dimension: Talent Development*

It can be seen from the [table \(5\)](#) that the overall index of the talent development dimension was 3.8968, indicating a high level of approval. It should also be noted that item (6), states: "Company considers the need to link development program with the career path," ranked first with a mean of (3.9841), indicating a high level of approval, while item (7), states: "Company believes that formal education program does not add value to its performance," ranked last with a mean of

**Table 3. Frequencies & Percentages of Study Sample Members According To Study Sample Characteristics**

<b>Frequencies &amp; percentages of study sample members according to gender</b>		
Categories	Frequency	Percentage
Male	79	52.4
Female	71	47.6
<b>Frequencies &amp; percentages of study sample members according to age group</b>		
Less than 30 yrs.	7	4.8
30- Less than 40 yrs.	61	41.3
40- Less than 50 yrs.	51	34.9
Greater than 50 yrs.	36	23.8
<b>Frequencies &amp; percentages of study sample members according to job title</b>		
Manager	21	14.3
Head of the department	43	28.6
Supervisor	86	57.1
<b>Frequencies &amp; percentages of study sample members according to qualification</b>		
Diploma or below	36	23.8
Bachelor	74	49.2
Graduate	40	27.0
<b>Frequencies &amp; percentages of study sample members according to years of experience</b>		
Less than 5 yrs.	9	6.1
5 yrs. - less than 10 yrs.	32	20.8
10 yrs. - less than 15 yrs.	30	20.6
15 yrs. and greater	79	52.4
Total	150	100%

***3<sup>rd</sup> Dimension: Talent Retention***

It can be seen from the [table \(6\)](#) that the overall index of the talent retention dimension was 3.6705, which indicates a high level of approval. It should also be noted that item (9), states: "Company emphasizes the fairness of compensation systems," ranked first with a mean of (3.8095) which indicates a high level of approval, whereas item (12), states: "Company considers its employees as business partners" ranked last with a mean of (3.0000) and indicates a medium level

***4<sup>th</sup> Dimension: Talent Planning***

It is shown in [table \(7\)](#) that the overall index of the talent planning dimension was 3.7841, indicating a high level of approval. It is also noted that item (14), states: "Company uses quantitative & qualitative methods for prediction," ranked first with a mean of (3.9524),

indicating a high level of approval, whereas item (16), states: "Company invests in IT to use it in prediction," ranked last with a mean of (3.5794) indicating a medium

**Table 4. Arithmetic Means & Standard Deviation of Study Sample Members' Responses to Talent Attraction**

Item number	Item	Mean	STDEV	Rank	Degree of approval
1	The company seeks talent from external sources	3.3016	1.01019	2	Medium
2	The company adopts the traditional attraction methods represented in advertising, recommendations, and direct attraction	3.4286	.92831	1	Medium
3	Company grants limited compensation	3.0476	.94063	4	Medium
4	The company suffers from not having a staff specialized in attraction	3.2540	.99949	3	Medium
Talent attraction		3.2579	.81316	Medium	

**Table 5. Means & Standard Deviation of Study Sample Members' Responses to Talent Development**

Item number	Item	Mean	STDEV	Rank	Degree of approval
5	Company views development as a training program	3.9524	1.05385	6	High
6	The company considers the need to link the development program with the career path	3.9841	1.05482	5	High
7	The company believes that formal education program doesn't add value to its performance	3.7002	1.13885	8	High
8	The company is partially interested in feedback about employees' behaviors	3.9206	1.02078	7	High
Talent development		3.8968	.94147	High	



**Table 6. Means & Standard Deviation of Study Sample Members' Responses to Talent Retention**

Item number	Item	Mean	STDEV	Rank	Degree of approval
9	The company emphasizes the fairness of compensation systems	3.8095	.98139	9	High
10	The company is keen to respect its employees	3.7000	.98374	10	High
11	The company provides promotion opportunities following the equality principle	3.0476	.83141	11	Medium
12	The company considers its employees as business partners	3.0000	1.00000	12	Medium
Talent retention		3.6705	.82730	High	

**Table 7. Means & Standard Deviation of Study Sample Members' Responses to Talent Planning**

Item number	Item	Mean	STDEV	Rank	Degree of approval
13	The company is interested in the professional future of its needs to distinguished individuals	3.5952	.99538	15	Medium
14	The company uses quantitative & qualitative methods for the prediction	3.9524	.94063	13	High
15	The company makes regular predictions for the needs of distinguished individuals	3.9206	.95549	14	High
16	The company invests in IT to use it in prediction	3.5794	1.00485	16	Medium
Talent planning		3.7841	.88279	High	

### 5.3 Description of the Dependent Variable (Strategic Objectives)

#### *1<sup>st</sup> Dimension: Profitability*

It is shown in [table \(8\)](#) that the overall index of the profitability dimension was 3.0813, which reflects a medium level of approval. It is also noted that item 19, which states, "Company interested in calculating the alternative opportunities' costs," ranked first with

a mean of (3.2540), which also reflects a medium level of approval, and item 18, which states, "Company adopts a conservative policy for sales on credit," ranked last with a mean of (2.9841) and also

**Table 8. Means & Standard Deviation of Study Sample Members' Responses to Profitability**

Item number	Item	Mean	STDEV	Rank	Degree of approval
17	The company increases its sales at minimal costs	3.1587	.93682	18	Medium
18	The company adopts a conservative policy for sales on credit	2.9841	1.05482	20	Medium
19	The company is interested in calculating the alternative opportunities' costs	3.2540	.98322	17	Medium
20	The company produces raw materials required for its final products	3.0476	.97432	19	Medium
Profitability		3.0813	.77109	Medium	

### ***2<sup>nd</sup> Dimension: Growth***

It is shown in [table \(9\)](#) that the overall index of the growth dimension was 3.0610, indicating a medium level of approval. It is also noted that item (21), "Company differentiation of its products," ranked first with a mean of (3.2381), indicating a medium level of approval. In contrast, item (22), "Company linked to strategic alliances," ranked last with a mean of (2.9206), indicating a medium level of approval.

### ***3<sup>rd</sup> Dimension: Social Responsibility***

It shows from the [table \(10\)](#) that the overall index of the social responsibility dimension amounted to (3.1813), which reflects a medium level of approval and noted that item (25) states: "Company complies with valid labor laws" ranked first with a mean of (3.4286) which reflects a medium level of approval. In contrast, item (26), states: "Company implements charitable programs" ranked last with a mean of (3.0635) and also reflects a medium level of approval.

### ***4<sup>th</sup> Dimension: Organizational Reputation***

It shows from [table \(11\)](#) that the overall index of the organizational reputation dimension amounted to (3.0723), which reflects a medium level of approval and noted that item (32) states: "Company maintains its brand reputation" ranked first with a mean of (3.1905) which reflects a medium level of approval. In contrast, item (30) states:

"Company provides additional services to its customers," ranked last with a mean of (2.6984) and also reflected a medium level of approval.

**Table 9. Means & Standard Deviation of Study Sample Members' Responses to Growth**

Item number	Item	Mean	STDEV	Rank	Degree of approval
21	Company differentiation of its products	3.2381	1.04286	21	Medium
22	Company linked to strategic alliances	2.9206	1.06713	24	Medium
23	The company has its distribution outlets	3.0000	1.06256	23	Medium
24	The company produces the raw materials required for its final products	3.0794	.92111	22	Medium
Growth		3.0610	.77109	Medium	

**Table 10. Means & Standard Deviation of Study Sample Members' Responses to Social Responsibility**

Item number	Item	Mean	STDEV	Rank	Degree of approval
25	The company complies with valid labor laws	3.4286	1.05821	25	Medium
26	The company implements charitable programs	3.0635	.96508	28	Medium
27	The company initiates the implementation of projects to serve the surrounding environment	3.1905	.91329	27	Medium
28	The company considers the implementation of ethical standards	3.2063	.98634	26	Medium
Social responsibility		3.1813	.77109	Medium	

### Hypotheses Test:

The main hypothesis has been subjected to multiple linear regression analysis, and the sub-hypotheses to simple linear regression analysis as follows:

**Table 11. Means & Standard Deviation of Study Sample Members' Responses to Organizational Reputation**

Item number	Item	Mean	STDEV	Rank	Degree of approval
29	The company seeks to establish confidence in its products	2.8413	.91944	31	Medium
30	The company provides additional services to its customers	2.6984	1.01019	32	Medium
31	The company is concerned with products quality	3.0000	.93326	30	Medium
32	The company maintains its brand reputation	3.1905	.94795	29	Medium
Organizational Reputation		3.0723	.77109	Medium	

**H1:** There is a statistically significant impact of talent management in its dimensions (talent attraction, talent development, talent retention, talent planning) on strategic objectives in its dimensions (profitability, growth, social responsibility, organizational reputation) at the Jordanian pharmaceutical companies.

**Table 12. Test Results of Talent Management Impact; In Its Dimensions on the Strategic Objectives**

	R	R2	F	F.Sig	DF	Dimension	B	S.R	Beta	T	T.Sig
Strategic objectives	.884	.782	52.08	.00	4	Talent attraction	.421	.204	.201	2.066	.043
					145	Talent development	.251	.083	.265	3.021	.004
					149	Talent retention	.179	.090	.219	1.984	.042
						Talent planning	.145	.128	.156	1.134	.261

The correlation coefficient value ( $R=.884$ ) and the ( $R^2$ ) value, which explained (78.2%) of the variance in strategic objectives and its significant value ( $F= 52.08$ ), indicate a strong relationship between talent management dimensions (talent attraction, talent development, talent retention, and talent planning) and the strategic objectives. It also appears that the calculated T-values for the dimensions (talent attraction, talent

development, talent retention, and talent planning) ranged from (1.984-3.021), which is greater than its expected value of (1.96), and at a significant level of less than 5%, except (talent planning), which was greater than 5% at an insignificant level. Based on the preceding, we reject the nihilistic hypothesis and accept the alternative hypothesis: "There is a statistically significant impact at the level ( $p \leq 0.05$ ) of talent management in its dimensions (talent attraction, talent development, talent retention, talent planning) on the strategic objectives in their entirety (profitability, growth, social responsibility, organizational reputation) at Jordanian pharmaceutical companies.

This hypothesis leads to the following sub-hypotheses:

**H1(a):** There is a statistically significant impact of talent management on profitability at Jordanian pharmaceutical companies.

**Table 13. Test Results of Talent Management Impact on Profitability**

Profitability	R	R2	F	F.Sig	Dimension	B	S.R	Beta	T	T.Sig
	.849	.720	105.185	0.00	Talent management	1.610	.157	.849	10.256	0.00

The above [table \(13\)](#) shows a strong relationship between talent management and profitability through the correlation coefficient value ( $R=.849$ ) and the ( $R^2$ ) value which explains (72.0%) of the variation in profitability and its significant value of ( $F=105.185$ ). It also appears that the calculated T-value of (10.256) is higher than its scheduled value of (1.96) and at a significant level of less than (5%). Based on the above, we reject the nihilistic hypothesis and accept the alternative hypothesis: "There is a statistically significant impact at the level ( $p \leq 0.05$ ) of talent management on profitability at the Jordanian pharmaceutical companies.

**H1(b):** There is a statistically significant impact of talent management on growth at Jordanian pharmaceutical companies.

**Table 14. Test Results of Talent Management Impact on Growth**

Growth	R	R2	F	F.Sig	Dimension	B	S.R	Beta	T	T.Sig
	.899	.808	192.626	0.00	Talent management	0.624	.045	.899	13.879	0.00

The above [table \(14\)](#) shows a strong relationship between talent management and growth through the correlation coefficient value ( $R=.899$ ) and the ( $R^2$ ) value, which explained (80.8%) of the variation in growth and its significant value of ( $F=192.626$ ). It also appears that the calculated T-value of (13.879) is higher than its scheduled value of

(1.96) and at a significant level of less than (5%). Based on the above, we reject the nihilistic hypothesis and accept the alternative hypothesis: "There is a statistically significant impact at the level ( $p \leq 0.05$ ) of talent management on growth at the Jordanian pharmaceutical companies.

**H1(c):** There is a statistically significant impact of talent management on social responsibility at Jordanian pharmaceutical companies.

**Table 15. Test Results of Talent Management Impact on Social Responsibility**

Social responsibility	R	R2	F	F.Sig	Dimension	B	S.R	Beta	T	T.Sig
	.734	.538	78.428	0.00	Talent management	0.504	.057	.734	8.856	0.00

The above [table \(15\)](#) shows a strong relationship between talent management and social responsibility through the correlation coefficient value ( $R=.734$ ) and the ( $R^2$ ) value which explained (53.8%) of the variation in social responsibility and its significant value of ( $F=78.428$ ). It also appears that the calculated T-value of (8.856) is higher than its scheduled value of (1.96) and at a significant level of less than (5%). Based on the above, we reject the nihilistic hypothesis and accept the alternative hypothesis: "There is a statistically significant impact at the level ( $p \leq 0.05$ ) of talent management on social responsibility at the Jordanian pharmaceutical companies.

**H1(d):** There is a statistically significant impact of talent management on organizational reputation at Jordanian pharmaceutical companies.

**Table 16. Test Results of Talent Management Impact on Organizational Reputation**

Organizational Reputation	R	R2	F	F.Sig	Dimension	B	S.R	Beta	T	T.Sig
	.569	.323	8.7379	0.00	Talent management	0.085	.029	.569	2.956	0.00



The above [table \(16\)](#) shows a strong relationship between talent management and organizational reputation through correlation coefficient value ( $R=.569$ ) and the ( $R^2$ ) value which explained (32.3%) of the variation in organizational reputation and its significant value of ( $F=8.7379$ ). It also appears that the calculated T-value of (2.956) is higher than its scheduled value of (1.96) and at a significant level of less than (5%). Based on the above, we reject the nihilistic hypothesis and accept the alternative hypothesis: "There is a statistically significant impact at the level ( $p \leq 0.05$ ) of talent management on organizational reputation at the Jordanian pharmaceutical companies.

## 6. CONCLUSION

This study aimed to determine talent management dimensions' effect on the overall strategic objectives. The purpose of the study was to address the following question: is there any relationship between talent management dimensions and overall strategic goals? In addition, the purpose of the study was to assess the relationship between talent management as a whole and the many components of strategic objectives, namely profitability, growth, social responsibility, and organizational reputation, in Jordanian pharmaceutical businesses. The study's findings indicate that talent management dimensions have a substantial impact on the strategic objectives pursued by a business, except for talent planning, which has no meaningful impact. In the same manner, talent management has a substantial effect on all aspects of strategic objectives.

## 7. RESEARCH IMPLICATIONS

The significance of this theoretical work is underscored by its discussion of talent management in its primary dimensions and strategic objectives and by its consideration of contemporary issues pertaining to the future of organizations in general. Utilizing the relevant theoretical literature, researchers developed these recent trends in people management and their impact on strategic objectives. The significance of this academic study is underscored by its discussion of talent management in its primary dimensions, its strategic goals, and its consideration of contemporary problems that will be implemented in the future in private hospitals in Jordan. Future Jordanian pharmaceutical businesses will benefit from the study's results and recommendations owing to the impact of talent management on strategic objectives.

## 8. RECOMMENDATIONS

Based on the topic and aims of investigation, this study came up with several recommendations as follows:

1. The pharmaceutical industry should be eager to compensate employees and offer expertise to attract talented individuals.

2. Following the idea of equality, pharmaceutical businesses should pay attention to the formal education program to add value to performance and the feedback on employees' behaviors for them to become partners in work and possibilities.
3. Pharmaceutical businesses should be eager to use IT to forecast the professional futures of their exceptional employees.
4. Pharmaceutical companies should be eager to form strategic collaborations with other businesses and have their distribution channels.
5. Pharmaceutical firms should be interested in creating philanthropic initiatives and projects that benefit the local community.
6. Pharmaceutical firms should focus on giving their clients additional services and gaining their products' trust.

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