

The Impact of Talent Management on Smart Organization at Jordan Customs

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Abstract

Importance: The importance of the study lies in the possibility of customs leaders benefiting from the scientific outputs of the hypothetical model of the study, and that these outputs contribute, through the results and recommendations reached, to improving the response, excellence in performance, sustainability, and excellence in the services provided by Jordanian Customs. The importance of the study also stems from the importance of the sector in which it will be applied, which is considered one of the main sectors and one of the most important pillars of the national economy due to its vital role in protecting and monitoring trade and reducing economic violations. **Purpose:** This study investigates the impact of talent management (attracting talents, developing talents, retaining talents, and managing talent performance) on smart organization within Jordan Customs. **Methodology:** It is considered applied in terms of nature, and explanatory in terms of purpose, this research involved 85 employee in Jordan Customs. **Findings:** We accept hypothesis, which states that talent management exists in its dimensions (talent attraction, talent development, talent performance management) in the smart organization at Jordanian Customs. This result can be attributed to the ability of the Jordanian Customs Department to attract, develop, and manage talented individuals in a manner that achieves its planned objectives. **Recommendations:** The need to focus on better talent management to improve individual and institutional performance by attracting, retaining, training, developing, and managing talent, and Working to improve and develop the work environment and climate to enable the department to retain talent and meet and support the requirements for innovation and creativity ,the need to focus on the concept of a smart organization within the Jordanian Customs Department and benefit from the experiences of leading countries in this field to enhance the dimensions of a smart organization Conducting similar studies in other departments across the country to benefit from their findings and disseminate their recommendations.

Keywords: Talent Management, Attract Talent, Development Talent, Retaining Talent, Talent Performance Management, Smart Organization, Understanding the Environment, Generating Strategic Alternatives, Continuous Learning, Sustainability

Introduction

The concept of smart organizations is considered a modern management concept that helps improve the way strategic decisions are made related to development, and its ability to ensure the future of organizations. Organizations are considered smart through innovative research methods and the advancement of decision-making methods. This means that decisions that include the best possible expectation to create value that distinguishes them from other organizations. Smart organizations make excellent decisions in technology strategy and individual research and development projects, and all of this cannot be achieved without attention to the human element (Matheson & Matheson, 1998, 110-112).

Therefore, human resource management has evolved to include attracting talent and developing their performance. This process is considered a tool for managing and ensuring the sustainability of intellectual capital to achieve organizational goals and objectives. Talent management is viewed as a new management concept for human resource management functions. However, despite the similarities, there is a fundamental difference between the two. Talent management attracts distinguished individuals with high skills, experience, competencies, and capabilities that will achieve sustainability and excellence for the organization. This is in the context of the ongoing pursuit of developing and improving performance through a combination of organizational, technical, and human factors (Maqri and Hayawi, 2014).

Talent management aims to develop the capabilities of individuals working within the organization and equip them with skills that enable them to deal with change and encourage them to innovate new work methods and approaches, thereby making the organization agile (Ben Saeed, 2020, 35-36).

Some obstacles may be noted in Jordanian Customs, as an example of a smart organization. This leads to challenges in improving performance levels, as well as providing and finding appropriate strategic alternatives to the developments in its internal and external environment, as well as achieving sustainability and continuous learning. The organization faces difficulties in determining how to manage talent by attracting talent, defining their career paths, developing them, and retaining them. This is in addition to its inability to utilize the existing knowledge of its employees. The Customs Department works hard to equip its employees with the appropriate knowledge to avoid such obstacles and achieve optimal work proficiency, in line with achieving the department's objectives. Based on the above, this study will clarify the impact of talent management in the smart organization at Jordanian Customs.

Talent management is an important administrative concept, which the researcher believes is essential due to its importance in the rapid developments occurring in organizations' internal and external environments. To achieve excellence and success, organizations must prioritize the human element and manage their talents through managing their resources in a manner that achieves efficiency and effectiveness, achieves their goals and aspirations, and leverages the collective intelligence of their employees. The concept of the smart organization is also considered a modern administrative topic, as it plays a role in the growth of organizations and achieving sustainable performance. Therefore, the researcher hopes that this study will be a qualitative addition, enriching knowledge in the

field of its variables (talent management and smart organizations), and contributing to filling some of the gaps in the Arab library in this field.

Literature Review

Talent Management

The term talent began to spread in the contemporary business environment after many organizations employed it to describe the desired level of human capabilities in the long term. Talent represents those individuals who can make a difference in an organization's performance, either through their direct contribution to that performance or through their achievement of high levels of performance over the long term (Armstrong, 2009, 172).

Bernadette and Sheetal (2008) defined talent management as an organization's ability to develop the capabilities of individuals who can individually help it achieve short- and long-term goals.

Cappelli (2008) also defined talent management as an organization's ability to assess and anticipate human capital needs and develop an appropriate plan for them.

Talent management has also been defined as: the process of attracting, developing, retaining, exploiting, and distributing the potential of talented individuals to others for the purpose of shared use (Armstrong, 2009, 168). Osinga (2009) defined talent management as "an organization's ability to motivate, attract, and develop individuals to enable them to achieve high business performance."

Silzer and Dowell (2010) defined talent management as an integrated set of programs, processes, and cultural norms within an organization designed to attract, develop, and retain talented individuals to achieve strategic objectives and meet future business needs. Talent management has become a necessity for organizations, with talent retention being a priority for 87% of organizational managers. Therefore, the importance of talent management lies in the fact that businesses need to identify and attract diverse types of talent. Complex economic conditions also require exceptional and effective talent management, and the emergence of large organizations that deal with the most valuable resources in the organizational world: talented individuals, and the need to retain them (Ashton & Morton, 2005).

The researcher defines talent management as the process by which individuals are attracted, developed, and retained to achieve the organization's strategic objectives and enable it to achieve high performance, meet future business needs, and work towards sustainability.

Dimensions of Talent Management

Attract Talent

Talent attraction is a strategy for creating a qualified group to carry out the work and identifying those who can achieve the strategic objectives of the organization, which provides a clear understanding of the nature of the work and what this work requires to be effective (Harte et al., 2007, 285). Talent attraction reflects the nature of the role of talent management. It is the process of discovering potential applicants for actual and expected organizational vacant positions. It has two goals: the first is to prepare qualified applicants, and the second is reflected in providing sufficient information about individuals to complete

the selection process (De Cenzo et al., 2015, 130). Attracting talent is a response to the changes taking place in the labor market, which forces most organizations and countries to seek to attract the best talents and work on developing and motivating them to perform, as well as sustaining and continuing them. Many organizations have relied on attracting new talents and employing them in appropriate job positions that enable them to achieve quality performance through their talents. Therefore, they have introduced many new talents in each organizational unit, which leads to improving and upgrading performance (Qui & Bai, 2013).

Development Talent

Talent development is linked to the human element's ability to understand work rules and other aspects, such as learning, adapting, dealing with work procedures, and understanding the nature of organizational culture. Focusing on development improves performance by supporting work, and talent development reflects a set of activities that ensure the organization possesses the managerial talent required to address the present and future and increase its administrative efficiency (Harte et al., 2007, 295; McKenna & Beech, 2008). Therefore, it is necessary to focus on developing talent to improve performance, build work teams, and encourage communication and interaction among team members. This helps to discover and develop talented individuals, ensuring the organization's talent retention. This requires management focused on developing talented individuals who are willing to learn and develop, along with highly efficient training techniques (Venkateswaran, 2012).

Retaining Talent

Retaining talent is one of the tasks of any management that seeks success. It emphasizes motivation and providing compensation in exchange for improved performance and providing the required skills, experience and expected behavior. Many leading organizations have sought to retain talent by encouraging them to achieve outstanding performance in their work and the nature of the efforts they exert in the tasks assigned to them through paying attention to the quality of work and its outputs, which has prompted leading organizations to develop themselves and their outputs (Holden & Viaman, 2013).

Managements need to invest more in retaining talented employees by offering integrated solutions that encourage their retention and continuity in the organization, such as flexible working hours and improving working conditions in general. Thus, employees themselves are forced to remain in these organizations. Therefore, the use of a talent retention strategy depends on the organization's ability to involve them in the decision-making process that contributes to and encourages their retention and stability (Mendez & Stander, 2011; Tarique & Schuler, 2010).

Talent Performance Management

Organizations seek to analyze the performance of employees, whether their psychological or physical characteristics, or technical and behavioral skills, in order to identify strengths and weaknesses, and work to strengthen and address weaknesses in order to achieve effectiveness. Performance management is the process through which the manager ensures that the efforts made by employees help achieve the organization's goals. There are goals that performance management seeks to achieve to raise productivity, build capabilities, and work to raise the importance of performance. There are three purposes that the organization seeks to achieve through performance management: the strategic purpose at the level of the

organization as a whole, the administrative purpose at the level of executive management, and the developmental purpose at the level of individuals working in the organization (Balqara, 2018).

Smart Organization

Business organizations use strategic methods to identify and evaluate information and external influences that affect them to ensure their long-term survival. The environment for them is more ambiguous, increasing the degree of complexity and change within the external environment of any organization. This poses a threat because it hinders their ability to develop long-term plans and make strategic decisions that maintain the organization's balance with its external environment (Wheelen et al., 2018, 124). Williams (1997) defined intelligent organizations as those with the ability to learn and adapt to their surroundings, emphasizing the value of external environmental scanning. Organizations must learn to be intelligent by linking all elements related to information management and learning. Matheson and Matheson (1998) Smart organizations are organizations capable of making strategic decisions, decisions that generate the best opportunities for value creation. Their most effective implementation of these decisions is acting intelligently. The researcher defines smart organizations as organizations that have the ability to adapt and respond to the changes they face. This is achieved through their ability to adapt, scan the external and internal environment, seize opportunities, avoid threats, make smart strategic decisions, and be able to generate knowledge quickly, explore, reduce uncertainty, mitigate weaknesses, and enhance strengths

Dimensions of the Smart Organization

Understanding the Environment

Business organizations deal with a more complex and uncertain environment. They aim to understand their environment and how they will deal with it by recognizing uncertainty and complexity by adopting methods that improve their ability to make effective decisions. When an organization has a clear vision and a flexible organizational structure, it is able to understand the environment, have control systems that can identify its impact, and be alert and responsive to changes in the environment. By enhancing and exploiting capabilities and understanding the external and internal environment, it is necessary to conduct an environmental scan to collect information about the environment surrounding organizations, through which it is possible to reveal the state of ambiguity in it, and work to scan its activities continuously, especially in a highly competitive environment. The environmental scan leads to maximizing opportunities and reducing threats. The scan is also linked to the internal environment of the message, values, culture and technological capabilities, and any variables necessary to examine the internal environment. The external environment cannot be understood without examining the internal environment (Matheson & Matheson, 1998, 122).

Generating Strategic Alternatives

Daft (2000, 32) believes that the process of generating alternatives means that the organization adopts new ways to develop its procedures in relation to meeting its needs, and develops new and alternative working methods that make the process of searching for opportunities and creating value for the organization better. An organization that has a clear vision and a mission that is consistent with its surrounding environment is able to build a cohesive team with its strategic options. This is considered the means by which it maintains

its progress and success, through strategic alternatives with calculated risks that achieve its strategic distinction. To choose the appropriate strategic alternative, any organization must create an analysis framework. Strategic analysis provides the appropriate alternative through its use in analyzing the competitive portfolio, options, and strategic alternatives to build a strategy, studying attitudes towards risks, and identifying pressures from the internal and external environment.

Continuous Learning

Continuous learning is a hallmark of successful organizations because it impacts the way they enhance their knowledge of their customers, technology, and the best ways to do business. Business organizations live in a changing organizational environment, which is considered a motivating and profitable matter. In order for these organizations to implement a method of continuous improvement and to achieve high-quality performance, they must pay attention to the human element and devote all their efforts to the continuous learning of their individuals and teach them how to create more value. The absence of continuous learning creates barriers to adopting best practices, and its absence is evident in the low operational skills of employees, who will not have the ability to make smart decisions. Change is a fatal characteristic of any organization, and it must pay attention to providing its employees with continuous learning to keep pace with changes in technology and customers (Matheson & Matheson, 2016, 119-122).

Sustainability

Sustainability in organizations is of great importance to achieve harmony between efficiency and effectiveness. These organizations have failed due to the need for learning to meet basic goals and development processes. The focus of sustainability is the process of developing infrastructure. It constantly seeks sustainability to be more capable of innovation and leadership. Innovation provides stronger opportunities in the long term. Sustainable organizations can achieve added value by adopting opportunities and risks resulting from economic, social and environmental developments to meet customer needs. Sustainability has become an important focus for survival and continued work (Faraoun et al., 2015).

Study Hypotheses and Model

Based on the study's main question and sub-questions, the following hypotheses can be defined:

H1: There is an impact of talent management, in terms of its dimensions (talent attraction, talent development, talent retention, and talent performance management), on the smart organization at Jordanian Customs.

H2: There is an impact of talent management on understanding the environment at Jordanian Customs.

H3: There is an impact of talent management on generating strategic alternatives at Jordanian Customs.

H4: There is an impact of talent management on continuous learning at Jordanian Customs.

H5: There is an impact of talent management on sustainability at Jordanian Customs

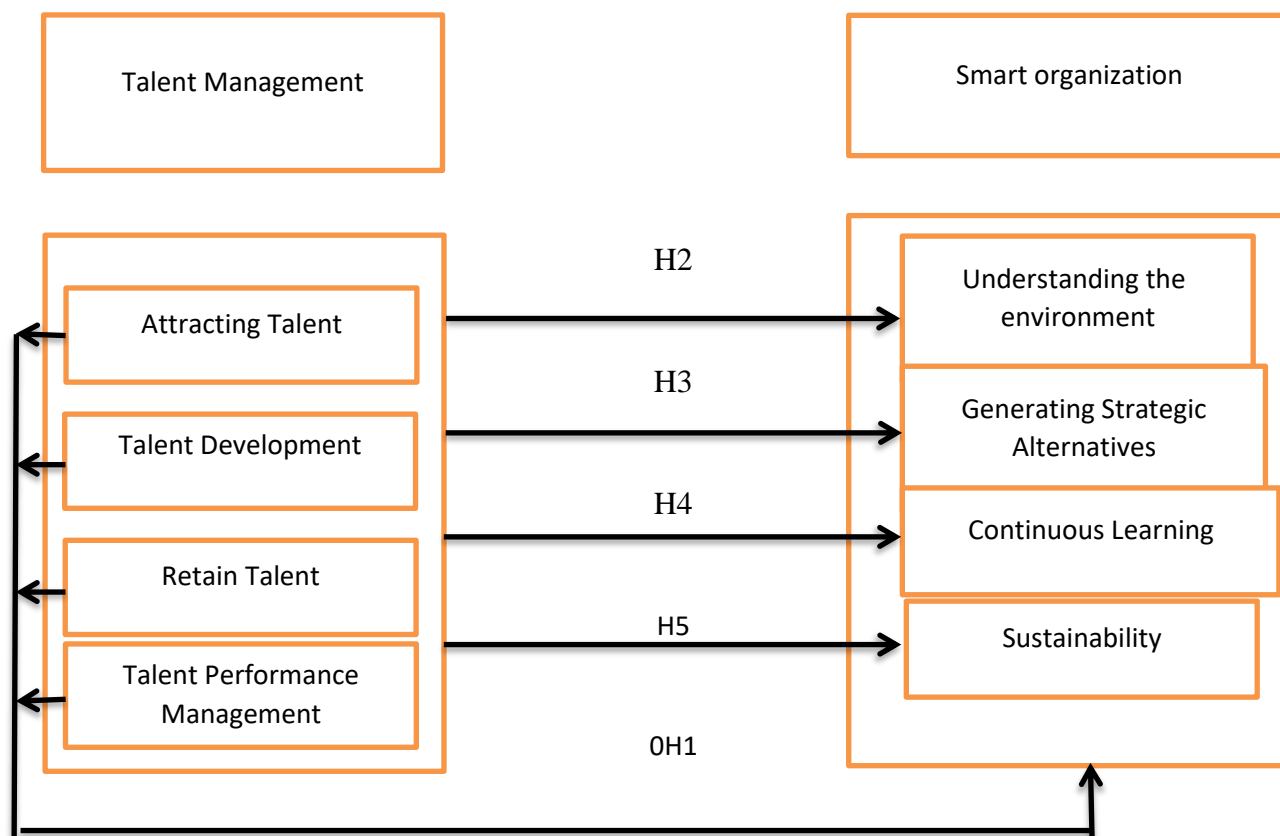
Study Model

Figure 1

The study population consists of employees at the Jordan Customs Department, estimated at (3,535), according to the Jordan Customs Department website (<https://www.customs.gov.jo>).

The current study will rely on a simple random sample to represent the study population. The sample size representing the population is (85) employee at the Jordan Customs Department, at various job levels (general manager, directorate manager, center head, unit head, assistant, employee).

Study Tool

The researcher will use a questionnaire consisting of four parts:

Part One: will be devoted to items measuring talent management (the independent variable) in its dimensions (talent attraction, talent development, talent retention, and talent performance management).

Part Two: will be devoted to items measuring the smart organization (the dependent variable) in its dimensions (understanding the environment, finding strategic alternatives, continuous learning, and sustainability).

A five-point scale will be used to answer these items as follows: very high agreement (5 weights), high agreement (4 weights), medium agreement (3 weights), low agreement (2 weights), and very low agreement (1 weight).

Results

Analyzing the suitability of data to test the study's hypotheses

Before beginning the process of testing the study's main hypothesis and its sub-hypotheses, some tests must be conducted to ensure the suitability of the study data and its adherence to a normal distribution. These tests are presented below:

First: Testing the normal distribution of data related to the dependent variable, the smart organization:

Table (1)

Results of the normal distribution test for the data dimensions of the dependent variable, the smart organization

Coefficient Kurtosis	Coefficient of skewness	Kolmogrove –Smirnov		
		sig	Test value	
0.609	0.052	0.200	0.046	Understanding the Environment
0.594	0.469	0.200	0.024	Generating Strategic Alternatives
0.684	0.155	0.200	0.025	Continuing Education
0.598	0.263	0.200	0.042	Sustainability
0.847	0.261	0.200	0.019	Dependent Variable: The Smart Organization

The previous table (1) shows that the dependent variable, the smart organization, with its dimensions (environmental understanding, generating strategic alternatives, continuous learning, and sustainability) in the current study follows a normal distribution, as the statistical values of the Kolmogrove–Smirnov (Z) test were statistically significant above the significance level ($\alpha \leq 0.05$), and all values of the skewness coefficient were less than (1), and kurtosis was less than (± 3) (Kim, 2001). These indicators indicate that all values are close to the normal distribution, and therefore the data of the dependent variable, the smart organization, are suitable for testing the study hypotheses.

Second: Testing the normal distribution of data related to the independent variable, talent management:

The Variance Inflation Factor (VIF) test and the Tolerance test were conducted for each dimension of the independent variable (talent attraction, talent retention, talent development, and talent performance management) to verify the absence of high correlation and overlap between these dimensions (multi-collinearity) (Hair, et al., 2019). The following Table (2) shows the results:

Table (2)

Results of the Variance Inflation Factor and Tolerance tests for the dimensions of the independent variable, talent management

Allowable Variation (Tolerance)	Variance Inflation Factor (VIF)	Dimensions
.3140	3.187	Talent Attraction
.1170	.5174	Talent Retention
.1160	.5964	Talent Development
.1780	.6293	Talent Performance Management

Table No. (2) shows the values of the variance inflation factor (VIF) and the tolerance for each dimension of the independent variable (talent management). It is noted that the values of

(VIF) were all less than the number (5), and ranged between (3.187-4.596), and that the values of tolerance were greater than (0.05), and ranged between (0.116-0.314). These values indicate the absence of a high correlation between the dimensions of the independent variable and allow for a regression analysis procedure to test the study hypotheses.

Results of the Study Hypothesis Test

Results related to the first hypothesis (H1): There is an impact of talent management in terms of its dimensions (talent attraction, talent development, talent retention, talent performance management) on the smart organization at Jordanian Customs.

Table (3)

Results of the regression analysis of variance (ANOVA) to verify the validity of the model for testing the main hypothesis

f significance	f value	mean square	Degrees of freedom	sum of squares	Coefficient of determination R ²	Correlation coefficient R	Source
.0000	*127.976	14.258	4	57.030	0.866	0.931	Regression
		.1110	79	8.801			Error
			83	65.831			Total

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (3) shows that the value of the correlation coefficient (R) between the independent variable (talent management) with its combined dimensions and the dependent variable (smart organization) reached (0.931), indicating the existence of a high and positive correlation between the two variables, and that the independent variable explains (86.6% R² =) of the variance in the dependent variable, while the remainder is explained by other factors. The results also show that the calculated F value reached 127.976 at a significance level of $\alpha = 0.000$, demonstrating the model's suitability for regression testing. The relationship between the two variables (independent and dependent) follows a linear model. The decision rule stipulates that the model is considered appropriate if the significance level for F is less than 0.05. Based on the results obtained, the model is considered suitable for analyzing the impact of talent management in terms of its dimensions (talent attraction, talent development, talent retention, talent performance management) on the smart organization at Jordanian Customs.

Table (4)

Results of the multiple regression analysis to test the impact of talent management in its dimensions (talent attraction, talent development, talent retention, talent performance management) on the smart organization

Statistical significance	t value	Beta B	Standard error	B	Dimensions of the Independent Variable
.0060	*2.801	.2060	.0660	.1860	Talent Attraction
.2730	1.104	.1330	.1020	.1130	Talent Retention
.0120	*2.573	.3100	.1000	.2570	Talent Development
.0000	*6.104	.5960	.0900	.5500	Talent Performance Management

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

It is clear from Table No. (4) and from following up the (Beta) coefficients and (t) test that the dimensions of the independent variable (attracting talents, developing talents, managing talent performance) respectively have a statistically significant effect on the dependent variable (smart organization) as indicated by the high calculated (t) values appearing in the previous table at a significance level of ($0.05 \geq \alpha$) and the statistically significant influential power of (Beta) values. There is no effect of the dimension of the independent variable (retaining talents) due to the low calculated (t) value at a significance level of ($0.05 \geq \alpha$) and the statistically significant influential power of (Beta) values.

Table (5)

Results of Stepwise Multiple Regression Analysis To predict the smart organization variable through the dimensions of the independent variable: talent management

t Significance	t Value	Value R ²	The order in which the independent variables are entered into the prediction equation
0.000	*20.034	.8300	Talent Performance Management
0.000	*3.704	.8550	Talent Attraction
0.022	*2.344	.8640	Talent Development

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (5) shows the order in which the dimensions of the independent variable were included in the regression equation. The dimension (Talent Performance Management) ranked first, explaining 83.0% of the variance in the dependent variable (Smart Organization). The dimension (Talent Attraction) came in second place, explaining 85.5% of the variance in the dependent variable (Smart Organization). The dimension (Talent Development) came in third and last place, explaining, along with the two previous dimensions, 86.4% of the variance in the dependent variable (Smart Organization).

second hypothesis (H2): Talent management has an impact on understanding the environment in Jordanian Customs.

Table (6)

Results of the regression analysis of variance (ANOVA) to verify the validity of the model to test the first sub-hypothesis

f significance	f value	mean squares	degrees of freedom	sum of squares	Coefficient of determination R ²	Correlation coefficient R	Source
0.000	*73.986	14.117	4	56.469	0.789	0.888	Regression
		.1910	79	15.074			Error
			83	71.543			Total

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (6) shows that the value of the correlation coefficient (R) between the independent variable (talent management) and its combined dimensions and the dependent variable (environmental understanding) reached (0.888), indicating a high and positive correlation between the two variables. The independent variable explains ($R^2 = 78.9\%$) of the variance in the dependent variable dimension (environmental understanding), while the remainder is explained by other factors. The results also show that the calculated value of (F) reached (73.986) at a significance level of ($\alpha = 0.000$), which indicates the suitability of the model for regression testing, and that the relationship between the two variables (independent and dependent) follows a linear model. The decision rule stipulates that the model is considered appropriate if the value of the significance level of (F) is less than (0.05). Based on the results obtained, the model is considered appropriate for analyzing the impact of talent management on understanding the environment as a dimension of the smart organization in Jordanian Customs.

Table (7)

Results of multiple regression analysis to test the impact of talent management on understanding the environment

Statistical significance	t Value	Beta B	Standard error	B	Dimensions of the independent variable
.0130	2.543	.2340	.0870	.2210	Talent Attraction
.7370	.3380	.0510	.1340	.0450	Talent Retention
.1510	1.449	.2190	.1300	.1890	Talent Development
.0000	4.403	.5390	.1180	.5200	Talent Performance Management

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

It is clear from Table (7), following up on the (Beta) coefficients, and the (t) test that the two dimensions of the independent variable (attracting talent and managing talent performance) respectively have a statistically significant impact on the dimension of the dependent variable (understanding the environment), as indicated by the high calculated (t) values shown in the previous table at a significance level of ($0.05 \geq \alpha$) and the statistically significant impact of the (Beta) values. There is no impact for the two dimensions of the independent variable (retaining talent and developing talent) due to the low calculated (t) values at a significance level of ($0.05 \geq \alpha$) and the statistically significant impact of the (Beta) values.

Table (8)

Results of Stepwise Multiple Regression Analysis To predict the dimension of environmental understanding through the dimensions of the independent variable: talent management

t significance	t Value	Value R ²	The order in which the independent variables are entered into the prediction equation
0.000	*15.682	0.750	Talent Performance Management
0.001	*3.511	0.783	Talent Attraction

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table No. (8) shows the order of entry of the dimensions of the independent variable into the regression equation. The dimension (talent performance management) occupied the first place and explained (75.0%) of the variance in the dimension of the dependent variable (understanding the environment). It was followed in second place by the dimension (attracting talents), which explained (78.3%) of the variance in the dimension of the dependent variable (understanding the environment).

third hypothesis (H3): Talent management has an impact on generating strategic alternatives in Jordanian Customs.

Table (9)

Results of the regression analysis of variance (ANOVA) to verify the validity of the model for testing the second sub-hypothesis

f significance	f Value	mean squares	degrees of freedom	sum of squares	Coefficient of determination R ²	Correlation coefficient R	Source
.0000	*80.795	12.899	4	51.597	0.804	0.896	Regression
		.1600	79	12.613			Error
			83	64.210			Total

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (9) shows that the value of the correlation coefficient (R) between the independent variable (talent management) with its combined dimensions and the dependent variable (generating strategic alternatives) reached (0.896), indicating the existence of a high and positive correlation between the two variables, and that the independent variable explains (80.4% R² =) of the variance in the dependent variable dimension (generating strategic alternatives), while the remainder is explained by other factors. The results also show that the calculated value of (F) reached (80.795) at a significance level of ($\alpha=0.000$), which indicates the suitability of the model for regression testing, and that the relationship between the two variables (independent and dependent) follows a linear model. The decision rule stipulates that the model is considered appropriate if the value of the significance level of (F) is less than (0.05). Based on the results obtained, the model is considered appropriate for analyzing the impact of talent management on generating strategic alternatives as a dimension of the smart organization in Jordanian Customs

Table (10)

Results of multiple regression analysis to test the impact of talent management on generating strategic alternatives

Statistical significance	t Value	Beta B	Standard error	B	Dimensions of the independent variable
.0260	2.271	.2020	.0790	.1810	Talent Attraction
.0480	2.005	.2920	.1230	.2460	Talent Retention
.0060	2.799	.4090	.1190	.3340	Talent Development
.0000	5.183	.6130	.1080	.5590	Talent Performance Management

** Statistically significant at a significance level of ($\alpha \leq 0.05$).

It is clear from Table No. (10) and from following up the (Beta) coefficients and the (t) test that the dimensions of the independent variable (attracting talents, developing talents, retaining talents, managing talent performance) respectively have a statistically significant effect on the dimension of the dependent variable (generating strategic alternatives) as indicated by the rise in the calculated (t) values appearing in the previous table at a significance level of ($0.05 \geq \alpha$) and the statistically significant influence of the (Beta) values.

Table (11)

Stepwise Multiple Regression Analysis Results To predict the dimension of generating strategic alternatives through the dimensions of the independent variable: talent management

t significance	t Value	Value R ²	The order in which independent variables enter the prediction equation
0.000	*16.403	0.766	Talent performance management
0.000	*4.977	0.787	Talent development
0.006	*2.824	0.792	Talent attraction
0.014	*2.504	0.804	Talent retention

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (11) shows the order in which the dimensions of the independent variable were included in the regression equation. The dimension (Talent Performance Management) ranked first, explaining 76.6% of the variance in the dependent variable (Generating Strategic Alternatives). This was followed in second place by the dimension (Talent Development), which explained 78.7% of the variance in the dependent variable (Generating Strategic Alternatives). The dimension (Talent Attraction) ranked third, explaining, along with the two previous dimensions, 79.2% of the variance in the dependent variable (Generating Strategic Alternatives). The dimension (Talent Retention) ranked last, explaining, along with the three previous dimensions, 80.4% of the variance in the dependent variable (Generating Strategic Alternatives).

Fourth Hypothesis (H4): Talent management has an impact on continuing education in Jordanian Customs.

Table (12)

Results of the regression analysis of variance (ANOVA) to verify the validity of the model to test the third sub-hypothesis

F significance	f Value	mean squares	degrees of freedom	sum of squares	Coefficient of determination R ²	Correlation coefficient R	Source
.0000	*78.187	13.904	4	55.614	0.798	0.893	Regression
		.1780	79	14.048			Error
			83	69.662			Total

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (12) shows that the value of the correlation coefficient (R) between the independent variable (talent management) with its combined dimensions and the dependent variable (continuing education) reached (0.893), indicating a high and positive correlation between the two variables. The independent variable explains (79.8% $R^2 =$) of the variance in the dependent variable (continuing education), while the remainder is explained by other factors. The results also show that the calculated value of (F) reached (78.187) at a significance level of ($\alpha=0.000$), which indicates the suitability of the model for regression testing, and that the relationship between the two variables (independent and dependent) follows a linear model. The decision rule stipulates that the model is considered appropriate if the value of the significance level of (F) is less than (0.05). Based on the results obtained, the model is considered appropriate for analyzing the impact of talent management on continuing education as a dimension of the smart organization in Jordanian Customs.

Table (13)

Results of multiple regression analysis to test the impact of talent management on continuing education

Statistical significance	t Value	Beta β	Standard error	B	Dimensions of the Independent Variable
.0130	*2.543	.2290	.0840	.2130	Talent Attraction
.4350	.7850	.1160	.1290	.1020	Talent Retention
.0420	*2.070	.3070	.1260	.2610	Talent Development
.0000	*4.381	.5250	.1140	.4990	Talent Performance Management

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (13), the Beta coefficients, and the t-test reveal that the dimensions of the independent variable (talent attraction, talent development, and talent performance management), respectively, have a statistically significant impact on the dependent variable (continuing education), as indicated by the high calculated t-values shown in the previous table at a significance level of ($\alpha \geq 0.05$) and the statistically significant impact of the Beta values. There is no effect of the talent retention dimension on continuing education in Jordanian Customs.

Table (14)

Results of Stepwise Multiple Regression Analysis To predict the dimension of continuing education through the dimensions of the independent variable: talent management

t significance	t Value	Value R ²	The order in which independent variables enter the prediction equation
0.000	*15.936	0.756	Talent performance management
0.000	*8.810	0.787	Talent attraction
0.001	*3.440	0.790	Talent development

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table (14) shows the order in which the dimensions of the independent variable were included in the regression equation. The dimension (Talent Performance Management) ranked first, explaining 75.6% of the variance in the dependent variable (Continuing Education). This was followed in second place by the dimension (Talent Attraction), which explained 78.7% of the variance in the dependent variable (Continuing Education). The dimension (Talent Development) ranked third and last, explaining, along with the two previous dimensions, 79.0% of the variance in the dependent variable (Continuing Education). Based on the above, the following is required:

Fifth Hypothesis (H5): Talent management has an impact on sustainability in Jordanian Customs.

Table (15)

Results of the regression analysis of variance (ANOVA) to verify the validity of the model to test the fourth sub-hypothesis

f significance	f Value	mean squares	degrees of freedom	sum of squares	Coefficient of determination R ²	Correlation coefficient R	Source
.0000	*73.099	16.803	4	67.211	0.787	0.887	Regression
		.2300	79	18.159			Error
			83	85.370			Total

* Statistically significant at a significance level of ($\alpha \leq 0.05$).

Table No. (15) shows that the value of the correlation coefficient (R) between the independent variable (talent management) and the dependent variable (sustainability) reached (0.887), indicating the existence of a high and positive correlation between the two variables, and that the independent variable explains (78.7% R² =) of the variance in the dependent variable (sustainability), while the rest is explained by other factors. The results also show that the calculated value of (F) reached (73.099) at a significance level of ($\alpha=0.000$), which indicates the suitability of the model for the regression test, and that the relationship between the two variables (independent and dependent) follows the linear model. The decision rule stipulates that the model is considered appropriate if the value of the significance level of (F) is less than (0.05). Based on the results obtained, the model is considered appropriate for analyzing the impact of talent management on sustainability as a dimension of the smart organization in Jordanian Customs.

Table (17)

Results of Stepwise Multiple Regression Analysis To predict the sustainability dimension through the dimensions of the independent variable: talent management

t significance	t Value	Value R ²	The order in which independent variables enter the prediction equation
0.000	*15.529	.7460	Talent performance management
0.002	*3.256	.7760	Talent attraction
0.047	*2.017	.7860	Talent development

Table No. (17) shows the order of entry of the dimensions of the independent variable into the regression equation. The dimension (talent performance management) occupied the first place and explained (74.6%) of the variance in the dimension of the dependent variable (sustainability). It was followed in second place by the dimension (talent attraction), which explained (77.6%) of the variance in the dimension of the dependent variable (sustainability). In third and last place, the dimension (talent development) entered, which explained, along with the two previous dimensions, (78.6%) of the variance in the dimension of the dependent variable (sustainability).

Discussion

We accept the first hypothesis, which states that talent management exists in its dimensions (talent attraction, talent development, talent performance management) in the smart organization at Jordanian Customs. This result can be attributed to the ability of the Jordanian Customs Department to attract, develop, and manage talented individuals in a manner that achieves its planned objectives. This, in turn, results in optimal performance in providing services to the public and providing revenue to the state treasury, as well as achieving strategic objectives and meeting future business needs. Therefore, the Customs Department's ability and success in talent management enables it to adapt and respond to the changes it faces; sense the external environment to avoid obstacles and threats, exploit available opportunities, make smart strategic decisions, generate knowledge quickly and explore, reduce uncertainty, mitigate weaknesses, and enhance strengths.

We accept the second hypothesis, which states that talent management has an impact on understanding the environment at Jordanian Customs. This result can perhaps be attributed to the Customs Department's ability to attract talent by seeking experienced and capable individuals to fill key administrative positions. It also identifies job requirements for talented individuals based on excellence and development, focusing on those with the necessary expertise and competencies. The Department's ability to manage talent is also reflected in its adoption of advanced, objective performance evaluation measures and methods, keeping pace with contemporary developments. It also develops and improves performance, and provides material and moral support. All of this has contributed to its ability to understand the environment and deal with environmental uncertainty. It also possesses a database that enables it to sense potential threats and capitalize on available opportunities. We accept the hypothesis that talent management has a significant impact on generating strategic alternatives in Jordanian Customs. This result indicates that the Customs Department's ability to attract talented individuals with the necessary competencies, experience, and skills to perform their work, and its ability to develop and retain these talents by providing financial and moral support and a suitable work environment that encourages creativity and

innovation, in light of applicable regulations, laws, and instructions. This effectively contributes to enhancing its ability to generate strategic alternatives to solve work problems and strategic planning based on a scientific approach. This approach aims to sense the external environment, avoid potential threats, capitalize on available opportunities, enhance strengths, and reduce weaknesses.

We accept the hypothesis stating that talent management has an impact on continuing education at Jordanian Customs. This result can be attributed to the ability and success of the Jordanian Customs Department in attracting talented individuals, developing their capabilities, and managing their performance. This contributes to the process of continuous improvement as one of the dimensions of a smart organization by providing appropriate training for its employees, fostering creative and innovative ideas at work, and providing appropriate financial support for the learning process.

We accept the hypothesis stating that talent management has an impact on sustainability at Jordanian Customs. This result can perhaps be explained by the ability of the Jordan Customs Department to attract, develop, and manage talent, enabling it to continuously improve performance, develop and enhance it, achieve job security for its employees, provide effective training, and respond to the needs and requirements of the public, whether through the department's employees or the technology used, which is constantly being developed and updated, thus achieving greater sustainability.

Recommendations

Based on the results of the study, the following recommendations can be made:

1. The need to focus on better talent management to improve individual and institutional performance by attracting, retaining, training, developing, and managing talent.
2. Working to improve and develop the work environment and climate to enable the department to retain talent and meet and support the requirements for innovation and creativity.
3. The need to focus on the concept of a smart organization within the Jordanian Customs Department and benefit from the experiences of leading countries in this field to enhance the dimensions of a smart organization.
4. Conducting similar studies in other departments across the country to benefit from their findings and disseminate their recommendations.

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