



The Impact of Talent Management on Organizational Commitment of the Employees of Telecommunication Companies in Jordan: The Mediating Role of Employee Work Engagement

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Abstract

The aim of this study is twofold. First, to identify the impact of talent management on organizational commitment. Second, to examine the mediating role played by employee work engagement dimensions in the impact of talent management on organizational commitment. Data were gathered by a questionnaire developed based on the literature, validated using exploratory and confirmatory factor analyses, and distributed to representative sample consisted of 375 managers working in telecommunication companies in Jordan (Zain, Orange, Umniah). IMB SPSS and AMOS were used to analyze 302 questionnaires that returned valid with a response rate of 80.5%. The results revealed that talent management has a significant impact on organizational commitment. Notably, talent management has a significant impact on all dimensions of organizational commitment: affective, continuance and normative commitment. Furthermore, the results indicated that employee work engagement dimensions except dedication engagement significantly mediated the impact of talent management on organizational commitment. A crucial contribution of this study is that it provides evidence in relation to the mediating role of employee work engagement dimensions in this context. Hence, organizations should pay a great attention to vigor engagement, absorption engagement, and employee voice when decide to identify, develop and retain their talents and to ensure higher levels of organizational commitment.

Keywords

Talent management, employee work management, organizational commitment, Telecommunication Company, Jordan

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1. Introduction

Research on organizational commitment cited several associated benefits of this construct. Some examples of organizational commitment benefits include reduction of employee turnover intention (Masud and Daud, 2019) and enhancement of organizational performance (Alansaari *et al.*, 2019a; Al-Hawary and Alajmi, 2017). Scholars suggested that organizational commitment can be lifted via several methods such as leadership behavior (Lapointe and Vandenberghe, 2018), psychological empowerment (Bhatnagar, 2005), talents development and retention (Bethke-Langenegger *et al.*, 2011). The focus of this study is to explore the extent to which organizational commitment could be raised standing on talent management. In line with the literature, it was hypothesized that talent management augurs organizational commitment. One of the most eventful sequels of talent management is the advancement of employee work engagement

(Hughes and Rog, 2008), which is positively related to organizational commitment (Yalabik *et al.*, 2013). As well, employee work engagement was expected to mediate the effect of talent management on organizational commitment.

Investigating the mediating role of employee work engagement in the effect of talent management on organizational commitment is very critical for organizations. It is positively linked to many variables such as creativity performance (Michel *et al.*, 2019), employee affective commitment to their jobs (Huertas-Valdivia *et al.*, 2019), organizational commitment as measured by affective, continuance and normative commitment (Albdour and Altarawneh, 2014). Studies that examined the mediating role of employee work engagement were conducted using this construct as a whole. In the current study, it was regarded in terms of four dimensions, three of them were suggested by Schaufeli *et al.* (2002), which are vigor, dedication and absorption and the fourth one, which is employee voice, was introduced by MacLeod and Clarke (2009, cited in Devi, 2017). In a word, talent people retention and higher levels of employee engagement along with organizational commitment were remarked as key concepts of workplace meaning (Cartwright and Holmes, 2006). Centrally, the aim of the present study is to question the role of employee work engagement in the impact of talent management on organizational commitment.

2. Literature review and hypotheses

2.1. Talent management

Talent management (TM) has been regarded as a group of human capital management processes adapted to manage organization's individuals. TM is a process of attraction, development and retention of individuals who are able to cope with business critical tasks in the organization (Rana and Abbasi, 2013; Al-Lozi *et al.*, 2018). Hence, TM has popularly conceptualized as a multidimensional construct includes three dimensions related to talent attraction, development and retention (Al-Lozi *et al.*, 2017). TM has been viewed in terms of human capital that organizations look forward to fulfill their need for such assets in order to gain a competitive advantage (Bethke-Langenegger *et al.*, 2011). Likewise, TM was defined as a set of human resource practices, or a predictor of human resource flow in the organization, or a process of attracting, developing and rewarding talents (Lewis and Heckman, 2006, cited in Hughes and Rog, 2008). According to Lewis and Heckman (2006), TM can be understood from three perspectives. First, it was viewed as a process of staffing, training and compensating talent individuals. Second, a process that ensures the adequate flow of talent people within the organization. This perspective is related to succession and human resource planning. Third, classifying employees based on their performance level and hence provide them with performance-based wages. Bhatnagar (2007) indicated that the first visions of TM was proceeded in order to ensure the process by which employees are sources to achieve the organizational objectives. In this regard, TM covers several aspects such as recruitment and selection, performance management, career planning and development, leadership development as well as rewarding. In a study on the role of employee engagement in the impact of talent management on organizational performance by Devi (2017), talent management was conceptualized as a construct consists of four dimensions: talent identification via selecting people for future leadership positions, succession planning by which talents are prepared for future positions based on their SKCs, i.e., skills, knowledge and competencies, talent development through education and training, career development, as well as challenging job tasks and assignments, and finally, talent retention by benefits, pay and motivation.

2.2. Employee work engagement

Employee work engagement (EWE) consists of three dimensions: physical, emotional and cognitive components. Physical component refers to employee willingness and ability to spare no effort to perform his or her job. The second component describes the emotional attachment of the employee, while cognitive component portrays employee absorption while performing his or her job (Attridge, 2009). Bhatnagar (2007) confirmed this perspective when stated that "Employees can be emotionally, cognitively or physically engaged" (P. 646). For her, emotionally engaged employees are those connected to co-workers and pay attention to their feelings while cognitively engaged employees are those who concerned with their job role. A common tool used by researchers to EWE is The Utrecht Work Engagement Scale (UWES). It covers three dimensions, which are vigor, dedication and absorption (Schaufeli *et al.*, 2002).

Employee willingness to spare no effort is related to vigor engagement, while a dedicated employee is the one who is emotionally attached to job. An absorbed employee is closely attended to the job (Obeidat, 2016). MacLeod and Clarke (2009, cited in Devi, 2017) used four dimensions of employee engagement: strategic narrative, engaging managers, employee voice and integrity. According to them, strategic narrative refers to the link between employee job and organization's vision. Engaging managers describes employee empowerment and the relationship between employees and line managers. Employee voice outlines the extent to which employees are encouraged to bring up their views and how managers consider their views. Finally, integrity illustrates the degree of trust among employees in their organization's values and conduct.

2.3. Organizational commitment

In their three-component conceptualization of organizational commitment (OC), Meyer and Allen (1991) argued that commitment as psychological state is composed of three components representing employee desire, need and obligation to stay in a firm. The authors described the employee desire in terms of his or her affective commitment, employee need as a continuance commitment, and obligation as a normative commitment. Meyer *et al.* (2002) defined affective commitment as an emotional attachment to the organization, continuance commitment with reference to costs perceived by the employee as a consequence of leaving the work for the organization, and normative commitment as to obligation perceived by the employee to stay with the organization. Based on these conceptualizations, OC has been defined as a state in which an employee feels he or she is attached and obliged to the organization (Mahal, 2018). The three-component model of commitment is widely applied by researchers to measure OC (Pan *et al.*, 2018 and Masud and Daud, 2019).

2.4. Talent management, employee work engagement and organizational commitment

The relationship between talent management and organizational commitment has been established in numerous studies (Malkawi, 2017). Bethke-Langenegger *et al.* (2011) emphasized that talent management strategies have significant effects on both human resource outcomes like job satisfaction and commitment as well as organizational outcomes such as organizational performance. Kalra (2018) found that a number of TM practices such as job rotation and shadowing, graduate development programs, high potential development schemes and graduate development programs were positively associated to organizational commitment. Kontoghiorghes (2016) indicated that talent attraction and retention are very important to increase commitment. Vural *et al.* (2012) results augured a positive link between talent management and organizational commitment and indicated that the latter one varied on company type in which talent management practices are applied. Despite these results, Chami (2012) indicated that talent development and retention have greater effect on employee commitment. Thereupon, the following hypotheses were presumed:

H1: Talent management exerts a significant effect on organizational commitment.

H1a: Talent management exerts a significant effect on affective commitment.

H1b: Talent management exerts a significant effect on normative commitment.

H1c: Talent management exerts a significant effect on continuance commitment.

For a construct to mediate the effect of independent variable on dependent one, three relationships should be established between these variables (Gunzler *et al.*, 2013). In the current case, talent management and employee work engagement should be related to each other and to organizational commitment. Hughes and Rog (2008) pointed out that talent management results in improved employee work engagement. On the other hand, Hallberg and Schaufeli (2006) indicated that both employee work engagement and organizational commitment are different constructs but at the same time represent an aspect of employee work attachment. Organizational commitment describes employee's attachment to his or her organization, while employee job engagement is concerned with employee role-oriented performance (Saks, 2006). Engaged employees have been characterized as individuals who are committed to their jobs (Ram and Prabhakar, 2011). The impact of positive impact of employee work engagement on organizational commitment was justified referring to numerous studies (Sonnentag, 2003). Lee and Steers

(2017, cited in Alansaari et al., 2019b) confirmed that employee work engagement is a prior condition of organizational commitment. Little and Little (2006) and Anitha (2014) deemed it as a level of organizational commitment. Albdour and Altarawneh (2014) found that employee work engagement is positively related to affective, continuance and normative commitment. Bhatnagar (2007) underlined that one of the most important outcomes of talent management is increased employee job engagement and lower employee turnover. Wherefore, employee work engagement is anticipated to mediate the effect of talent management on organizational commitment. Based on these results, the following hypothesis was reputed:

H2: Employee engagement dimensions mediate the effect of talent management on organizational commitment.

3. Methodology of research

3.1. Sample and data collection

The sample of this study consists of 375 managers of three telecommunication companies in Jordan (Zain, Orange, Umniah). They were equally selected from each organization. The final number of complete questionnaires returned were 302, with a response rate equals 80.5%.

3.2. Measures

Talent management was measured based on three dimensions: talent identification, talent development and talent retention using 12 items based on Hughes and Rog (2008), Oladapo (2014) and Devi (2017). Employee work engagement was measured by four dimensions: vigor, dedication and absorption using 12 items adapted from the Utrecht Work Engagement Scale (UWES) introduced by Schaufeli *et al.* (2002, P. 89). Employee voice was measured based on Rees *et al.* (2013). It was measured by 4 items. Organizational commitment was measured based on three components: affective, continuance and normative commitment. Scale items for these components were adopted from Meyer and Allen (1996). Each component was measured using 5 items. All items were measured by 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) as shown in Appendix

3.3. Research model

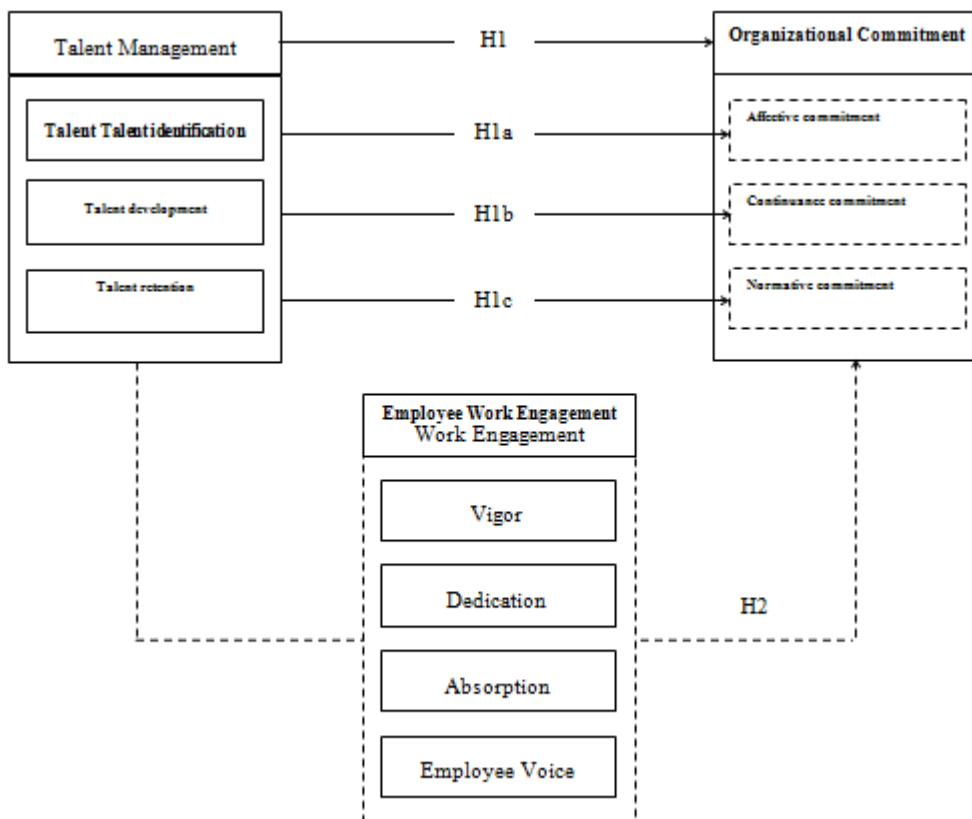


Figure 1. Research conceptual model

Figure 1 shows the research conceptual model. It contains three constructs: talent management as an independent variable, employee work engagement as a mediating variable, and organizational commitment as a dependent variable. The model shows how these variables supposed, based on the literature, to be related. Talent management as measured by talent identification, talent development and talent retention were hypothesized to exert significant effects on organizational commitment dimensions and its dimensions (affective, continuance and normative). Moreover, employee work engagement dimensions (vigor, dedication, absorption, and employee voice) were postulated to mediate the effect of talent management on organizational commitment.

4. Data analysis and results

4.1 Reliability and validity

Convergent validity as well as composite reliability were computed based on confirmatory factor analysis(CFA) (Joo *et al.*, 2018). The results are shown in Table 1.

Table 1. Results of reliability and validity

	Factors	Items	Standardized factor loading	Sig.	AVE	C.R.
Talent Management	Talent identification	1	0.845	0.000	0.68	0.893
		2	0.821	0.000		
		3	0.854	0.000		
		4	0.764	0.000		
	Talent development	5	0.883	0.000	0.64	0.88
		6	0.811	0.000		
		7	0.792	0.000		
		8	0.715	0.000		
	Talent retention	9	0.922	0.000	0.72	0.91
		10	0.864	0.000		
		11	0.832	0.000		
		12	0.775	0.000		
Employee Work Engagement	Vigor engagement	13	0.931	0.000	0.78	0.94
		14	0.942	0.000		
		15	0.864	0.000		
		16	0.798	0.000		
	Dedication engagement	17	0.922	0.000	0.72	0.910
		18	0.858	0.000		
		19	0.851	0.000		
		20	0.749	0.000		
	Absorption engagement	21	0.882	0.000	0.79	0.939
		22	0.869	0.000		
		23	0.941	0.000		
		24	0.868	0.000		
	Employee voice	25	0.962	0.000	0.76	0.925
		26	0.824	0.000		
		27	0.847	0.000		
		28	0.836	0.000		
Organizational Commitment	Affective commitment	29	0.899	0.000	0.74	0.933
		30	0.871	0.000		
		31	0.862	0.000		
		32	0.821	0.000		
		33	0.834	0.000		
	Continuance commitment	34	0.935	0.000	0.80	0.954
		35	0.952	0.000		
		36	0.878	0.000		
		37	0.863	0.000		

	Factors	Items	Standardized factor loading	Sig.	AVE	C.R.
	Normative commitment	38	0.852	0.000		
		39	0.941	0.000	0.73	0.930
		40	0.871	0.000		
		41	0.863	0.000		
		42	0.715	0.000		
		43	0.863	0.000		
* Factor loadings are significant at the 0.001.						

The results in Table 1 show that talent management dimensions (talent identification, talent development, talent retention) were significantly loaded on 12 items with standardized factor loadings ranged from 0.715 to 0.922. Employee work engagement dimensions (vigor, dedication, absorption, and employee voice) were significantly loaded on 16 items with standardized factor loadings ranged from 0.749 to 0.942. Organizational commitment dimensions were significantly loaded on 15 items with standardized factor loadings ranged from 0.715 to 0.952. Convergent validity, which was calculated based on the average variance extracted (AVE), was adequate (AVE values were greater than 0.5). Reliability, on the basis of composite reliability, was also acceptable (C.R. values were greater than 0.7).

4.2 CFA model goodness-of-fit

Goodness-of-fit of CFA model was extracted based on Chi-square to degree of freedom (χ^2/df) ratio, goodness-of-fit index (GFI), the adjusted goodness-of-fit index (AGFI), The comparative fit index (CFI), the Normed-fit index (NFI) and the root mean square error of approximation (RMSEA). The results in Table 2 showed that the current model has an adequate fit statistics.

Table 2. Results of CFA model goodness-of-fit statistics

Statistics	Chi ² /df	GFI	AGFI	CFI	NFI	RMSEA
Values	1.79	0.920	0.931	0.948	0.958	0.049
Cut-off	< 2.00	> 0.90	> 0.90	> 0.90	> 0.95	< 0.08

4.3. Hypotheses testing

The results of hypotheses testing shown in Table 3 indicate that talent management has a significant effect on affective commitment ($\beta = 0.816$, C.R. = 4.76, $P = 0.000$), continuance commitment ($\beta = 0.685$, C.R. = 4.659, $P = 0.000$) and normative commitment ($\beta = 0.921$, C.R. = 6.07, $P = 0.000$). These results confirmed that H1a, H1b, H1c were supported by the current data. The overall effect of talent management on organizational commitment was significant ($\beta = 0.778$, C.R. = 13.65, $P = 0.000$) supporting H1. Introducing employee engagement dimensions (vigor, dedication, absorption and employee voice) in the model revealed that talent management has significant effects on vigor engagement ($\beta = 0.700$, C.R. = 6.412, $P = 0.000$), dedication engagement ($\beta = 0.781$, C.R. = 9.910, $P = 0.000$), absorption engagement ($\beta = 0.686$, C.R. = 6.905, $P = 0.000$) and employee voice ($\beta = 0.604$, C.R. = 5.88, $P = 0.000$). Employee engagement dimensions except dedication engagement had significant effects on organizational commitment. The effect of absorption engagement on organizational engagement was the largest one ($\beta = 0.299$, C.R. = 5.376, $P = 0.000$), followed by the effect of employee voice ($\beta = 0.152$, C.R. = 2.836, $P = 0.005$), the effect of vigor engagement ($\beta = 0.136$, C.R. = 2.695, $P = 0.007$). Particularly, talent management has a significant direct effect on organizational commitment ($\beta = 0.304$, C.R. = 3.355, $P = 0.000$) and a significant indirect effect on organizational commitment ($\beta = 0.473$, $P = 0.004$). Consequently, employee management dimensions were significantly mediated the effect of talent management on organizational commitment.

Table 3. Results of hypotheses testing

Model	Default model paths			Direct effects			Indirect effects	
				β	C.R.	P	β	P
1	Talent management	→	Affective commitment	.816	4.761	.000		
	Talent management	→	Continuance commitment	.685	4.659	.000		
	Talent management	→	Normative commitment	.921	6.067	.000		

Model	Default model paths			Direct effects			Indirect effects	
				β	C.R.	P	β	P
2	Talent management	→	Organizational commitment	.778	13.65	.000		
	Talent management	→	Vigor engagement	.700	6.412	.000		
	Talent management	→	Dedication engagement	.781	9.910	.000		
	Talent management	→	Absorption engagement	.686	6.905	.000		
	Talent management	→	Employee voice	.604	5.881	.000		
	Vigor engagement	→	Organizational commitment	.136	2.695	.007		
	Dedication engagement	→	Organizational commitment	.105	1.495	.135		
	Absorption engagement	→	Organizational commitment	.299	5.376	.000		
	Employee voice	→	Organizational commitment	.152	2.836	.005		
	Talent management	→	Organizational commitment	.304	3.355	.000	.473	.004

5. Discussions and conclusions

Using two models with and without mediating factors, that is, a model represented the effect of talent management on organizational commitment and a model described the mediating role of employee job engagement in the effect of talent management on organizational commitment, the results showed that talent management had a significant effect on organizational commitment as measured by three dimensions: affective, continuance and normative commitment. The results, as depicted in Figure 2 confirmed that the dimensions of employee job engagement significantly mediated the effect of talent management on organizational commitment.

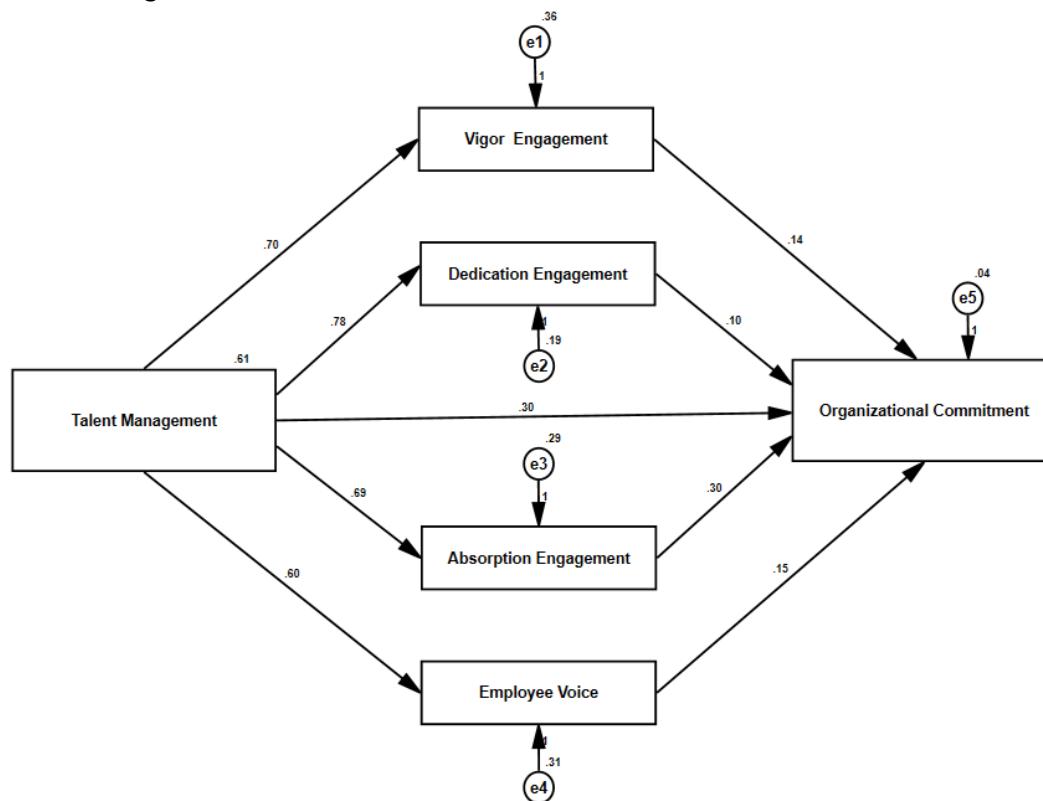


Figure 2. Mediating role of employee job engagement dimensions

The significant and positive effect of talent management on organizational commitment is in line with Devi (2017) who described talent management in terms of talent identification, talent development and talent retention. According to the author, talents are selected for future leadership positions based on their knowledge, skills and competencies. They also developed via education, training and providing them with challenging tasks. Talents are retained through motivation by benefits. The results of this study confirmed that all these factors result in committed employees. Similar results were found by previous studies (Malkawi, 2017, Bethke-Langenegger *et al.*, 2011, Kalra, 2018, Kontoghiorghes, 2016 and Vural *et al.*, 2012). Based on these results, one can state that talent management play an important role in

improving employee psychological state in terms of his or her attachment, need to stay and obligation (Meyer and Allen, 1991, Meyer *et al.*, 2002 and Mahal, 2018).

As for the significant mediating role of employee engagement dimensions in the effect of talent management on organizational commitment, this result was established in the current study due to the significant effect of talent management on employee work engagement which in turn has a significant effect on organizational commitment simultaneously with a non-significant or a reduced effect of talent management on organizational commitment. These conditions were met. Talent management was found to be positively related to organizational commitment as stated above and to employee work engagement in agreement with Hughes and Rog (2008) and Bhatnagar (2007). Employee work engagement was also significantly associated with organizational commitment as found by Ram and Prabhakar (2011), Hallberg and Schaufeli (2006), and Albdour and Altarawneh (2014). Accordingly, it was induced, based on statistics, that employee work engagement was significantly mediated the effect of talent management on organizational commitment. The conclusion of this study is that organizations can enhance organizational commitment not only by talent management practices but also they should consider four dimensions represented employee's physical, emotional and cognitive states as well as his or her voice.

6. Limitations, recommendations and future research

This study is limited by its sample that consisted of managers chosen from service organizations. Despite its significant findings, which asserted the importance of employee engagement dimensions in ensuring organizational commitment, further studies are required to confirm these results in numerous industries.

7. Academic and practical implications

This study has both academic and practical implications. These contributions can be seen through the introduction of employee work management, which was measured by four dimensions related to employee vigor, dedication, absorption engagement as well as employee voice, in the effect of talent management on organizational commitment. Secondly, the study showed that these dimensions are very important to increase commitment. That is, talent management practices; talent identification, development and retention alone are not enough to ensure organizational commitment. Specifically, three dimensions of employee work engagement, which are vigor engagement, absorption engagement, and employee voice, should be carefully considered.

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