

## **Managing Talent to Build Reputational Capital: An Investigation of Jordanian Telecommunications Companies**

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**Abstract.** This study examines the impact of talent management practices on organizational reputation among 227 employees from the administrative departments of Jordanian telecommunication companies. Data collected via questionnaires was analyzed using correlation and regression analysis. The results revealed that talent management significantly influences organizational reputation, explaining 83.1% of the variance. In particular, talent management had the highest effect on quality, followed by social responsibility and organizational culture. The findings provide insights for telecom companies on leveraging talent management strategies to improve organizational reputation and attract top talent. This research underscores the importance of nurturing and investing in human capital for maintaining a strong reputation.

**Keywords:** Talent Management, Organizational Reputation, Jordanian telecom Companies

## **1. Introduction**

The human resources factor is very important in achieving creativity and innovation, in the scope of talent management, talented employees can bring added competitive value to business operations in light of the challenges represented by transformations, technological developments (AI) and cognitive brilliance (Altındağ et al., 2018). The human element is the source for managing competition of companies in achieving goals and pursuing organization's strategic vision, which promote and maximize the role of human talents (Al Aina & Atan, 2020). In this term, the concept of talent management appeared at the end of the twentieth century, it calls for providing managers with a systematic approach for developing and retaining talented employees, besides the concept deserves as much attention as capital management (Whysall et al., 2019) because it became one of the strength sources that cannot be imitated, and the role assigned to the administration of talent management was enhanced to achieve excellence in performance (Shahi et al., 2020). Talent management in the smart companies keeps hold of their talented employees, by taking preventive measures, in order to save additional expenditure on human resource learning and continual hiring of talented employees (Gehrels, 2019).

Organizational reputation considered important to ensure sustainability, prosperity (Lee, 2022). It is one of the most important moral assets that telecommunication companies seek to preserve due to its active role in survival and growth (Islam et al., 2021). A good organizational reputation creates a state of mind that enhances the society and individuals' awareness of the companies' effectiveness and their roles in different situations. The great benefit of having a good reputation is that it enables an organization to increase customers' awareness so that they understand what the organization does and what it offers, thereby enhancing their view of its good and sound image, it is emitted from companies' values and beliefs (Monteiro et al., 2020; Baah et al., 2021). As for the telecommunications companies the main benefits of having a good and solid reputation are credibility and trustworthiness. Telecommunications companies' reputation defines the levels of responsibility, credibility and trustworthiness that a stakeholder own in the company.

Since there is a shortage of high-caliber talent and a larger number of people are looking for jobs, talent is a crucial issue for companies, which have to compete to hire notable talented individuals because they are considered main assets with an organization for their rules and effectiveness (Collings et al., 2018). Developing societies cannot achieve this without relying on all of their employees, particularly the talented ones, as the development of a nation's intellect and the quality of its scientific and technological output determine that nation's progress (Faqihi & Miah, 2023). When a company faces a transformation and needs to make changes, talent management is the only thing on the agenda (Pandita & Ray, 2021), because smart companies rely on their employees' abilities and skills during critical times. They may achieve many benefits, such as raising consumer and community awareness of their activities and services, resulting in a rise in sales and profits. Furthermore, companies with a good reputation achieve differentiation and excellence by enhancing their employees' abilities and retaining the talented employees (Santos et al., 2023).

Nowadays, with the rapid changes and the development of technology, companies seek to build a strong position in the market. And thus, Telecommunication companies in Jordan are in competition with one another, and they need to pay attention to all the aspects that contribute to attracting, maximizing, and developing talented employees. Telecommunication companies in Jordan considered one of the rapidly developing areas and considered one of the most important sectors in Jordan, Amman Stock Exchange (ASE). Telecommunications companies are a vital sector, because these companies are the main means of transmission of information over distances, and are rapidly adopting new technology; their main objective is to improve communication and flexibility while serving their customers.

Based on the above, the researcher aimed to examine the impact of talent management on organizational reputation in Jordanian telecommunications companies and to expand the knowledge in

this field and present if the talent management has an impact on organizational reputation in the Jordanian telecommunications companies and how talent management could improving a company's reputation.

### **1.1. The Study Gap**

According to the rapid changes that companies in Jordan face and the high demand for the quality of the provided services, created a need for companies in Jordan to build a path that would enhance their situation and create competitive advantage. Most of the studies that have been conducted about talent management during the last time have been essentially on human resources and talent management and their practices towards the challenges and transformations based on several views and aspects. Telecommunications companies are witnessing a big challenge that can be seen through the rapid developments of technology, customers' demands and the quality of the provided services. These challenges created a need for researchers to study and explore the rule of talent management towards companies' effectiveness which represented in building a good organizational reputation to implement their strategies properly.

### **1.2. Research Questions**

- Is there an impact for talent management on organizational reputation in the telecommunications companies in Jordan,
- What variable affected the most by the talent management for organizational reputation

### **1.3. The Objectives of the Study**

- To discover the impact of talent management on the organizational reputation in telecommunications in Jordan
- The study aim to provide Jordanian telecom companies how to hold on to the talents they employ in different ways.
- To clarify the aspect that would be affected by the talent management

### **1.4. The Important of the Study**

- The study will expand the knowledge about Talent management in the area of talent management
- Telecommunications companies will be able to know and determine what aspect of organizational reputing is affected by talent management.
- To present clear plans to attract talented employees, in telecommunications companies for improving their position and prevents competitors from obtaining those people.

## **2. Literature Review**

### **2.1. Talent Management**

Recently, talent management has drawn the interest of numerous researchers. The term "talent management" refers to a collection of standard procedures used by human resources departments that includes recruitment and selection, career development, and succession planning (Kwon & Jang, 2022). Talent management is a big challenge for any company (Harsch & Festing, 2020) and is necessary to maintain its level of competitive advantage, increase productivity, and promote performance. Moreover, it is viewed as a way to provide continuing support (Jooss et al., 2021). The dimensions of talent management are as follows: 1. **Talent attraction:** The company works to establish a good reputation by achieving both quantitatively and qualitatively satisfying outcomes, as a consequence of which it will be able to draw in the most qualified employees. For this variable, it is necessary to keep establishing new programs that enable brilliant candidates to be hired, and to utilize tools to choose the best of them based on their competences, abilities, and experiences (Hosni, 2022). 2. **Talent development:** This variable is about enhancing and motivating employees' skills through performance development, and providing training courses to achieve integration within a company in order to lower

costs (Kaewnaknaew et al., 2022; Abu Qaoud & Tarawneh, 2022). 3. **Talent maintenance**: For this variable, management seeks to increase the likelihood that employees will stay with the company by employing elements such as a justice payment system, ongoing training, merit-based promotion, and provision of suitable welfare facilities and services, which together will create a favorable work environment (Ghamari et al., 2018).

## **2.2. The Link between Talent Management and Organizational Reputation**

Organizational reputation is described as the perception of a company's future based on its past actions. The term describes a company when compared to other leading rivals (Angulo-Ruiz et al., 2022). A good reputation leads to the consolidation of friendly relations with influential parties in which allows a company to increase its sales and profits and retain talented employees, because they understand what the company offers (Özkan et al., 2020; Singh & Misra, 2021), it helps in reducing risks and identifying potential crises. A good reputation can also create a competitive advantage and enhance the duties of the human resources department (Wæraas & Dahle, 2020; Pham & Tran, 2020; Almeida & Coelho, 2019).

Organizational reputation comprises the following dimensions: 1. **Organizational culture** (values such as equal authority and responsibility, support for creativity, employee participation, justice in promotion and incentives, clear leadership, and taking advantage of opportunities). 2. **Social responsibility** (concern for the environment, community participation, community development, treating customers well, and positive support for societal issues). 3. **Quality** (continuous improvement of quality, attention to the appearance of the institution, sponsorship of research and development, organizational merit, quality of goods and services, and creativity). 4. **Creativity** (providing a suitable environment for creativity, having opportunities to develop the career future of distinguished workers, and tracking areas of creativity and innovators locally and globally). 5. **Attractiveness** (attracting talented workers by hiring, avoiding leakage of creative and distinguished workers, providing a stimulating and supportive environment for the talented, investing in the intellectual energies of the talented, and attracting customers with confidence, admiration, and respect) (Stravinskienė et al., 2021). The researcher decided to investigate the first three dimensions, as they are relevant to the study aims

Studies such as Moghtadaie and Taji (2016) demonstrated that the talent development variable is the most important talent management dimension in relation to enhancing the performance educational services, while the variables of attracting talented employees and talent maintenance were second and third respectively. These results agreed with those of Al Njjar (2018) and Truong et al. (2021), whose studies found that the dimensions of talent management – that is, engaging talented employees, developing their skills, and keeping them positive – has an impact on the dimension of organizational reputation represented by creativity. And thus, we can note that companies' reputation related to the talent management. Companies' reputation is a primary outcome when it based on based on trust, respect, and awareness, and considered one of the most important assets that telecom companies are keen to build and preserve due to its importance for continuity in crisis times (Abd Elmegeed et al., 2023; Cabrera-Luján et al., 2023; Baruah & Panda, 2020). This led the researchers to propose the first hypothesis:

**H1: Talent Management has a statistically significant impact in improving organizational reputation in Jordanian Telecommunications companies.**

## **2.3. Talent Management and Organizational Culture**

Organizational culture consists of fundamental values and beliefs that are set based on the top management department, and it is linked to a number of functions, such as business strategy, including efficient talent management. It also is associated with several human resource functions and it has an important rule for achieve competitive advantage. From the other side, Organizational culture emerges

by the top management or leaders in the companies that reflect core beliefs, thoughts and values. Many different types of cultures exist in companies such as: the bureaucratic culture and the entrepreneurial culture and those cultural are connected with all the functions within the companies especially with talent management (Mahajan,2019) these cultures indicate how a company with its human resources, as well as it is related with organizational strategies for achieving competitive advantage. Talent management practices, employees' job satisfaction, have a positive and significant impact on organizational culture. Talent management could create new path for a company. This relation mainly directed to the leaders and top management to observe how talent management plays a main role in the companies who are seeking for new trends and competitive path Bermeo&Perez (2023). From the other hand, organizational culture can have an impact towards talent management, talent management can create new thinking that would change some of the companies thoughts and beliefs, as talent management can develop companies and make them keep running with developments. (Saleh & Atan, 2021; Setyawan, 2021; Kontoghiorghes, C. 2016) Based on the above, we propose that talent management can have an impact on organizational cultural the following hypothesis:

**H1.1: Talent Management has a statistically significant impact in improving organizational culture in Jordanian telecom companies.**

#### **2.4. Talent Management and Social Responsibility**

Studies about business prosperity are mainly influenced by the economic and social business environment. Particularly, human aspect remains central to companies' growth. And thus, in this matter social responsibility aspect considered an important aspect for companies' prosperity and growth, also it is the key factor. Through that, we tend to estimate and evaluate and explore the human resource management (HRM) rules in enhancing companies' growth and remove all barriers by employing and using the social responsibility aspect. Talent management can be an important factor enabler for companies' growth and development through implementing social responsibility. Recruiting exceptional people is a key component of a company's competitive edge. This includes the strategic factor that implicates holistic talent management and change leadership (Mukhutyet al., 2022) agreed with Story et al. (2016) suggested that corporate social responsibility (CSR) can be a useful strategy for attracting top talent, a direct correlation was found between organizational attractiveness and firm reputation and perceptions of internal CSR efforts, because talented employees have the ability to create and find creative polices with a company, as a result these policies serve the community and stand to its interest which led to the companies acceptance by the society. From another hand, Kohestany and Yaghoubi (2017) showed that talent management has an impact on employee retention and CSR initiatives have an impact on its human resources policies, which provide a comprehensive framework for the traits of human resources. Furthermore, the retention of employees is predicted by all variables related to social responsibility: employee pride, management support, performance management, intrinsic rewards, and health factors. The major goal of Bozma and Karciolu (2023) was to balance the human resource policies that can be developed for present workers and prospective applicants within the context of enterprises' social obligations, and the moral approach to business management and talent management. From the above studies the researchers can extract that talent management has the ability to create a link with the community by enhancing its rule towards social responsibilities, and thus, based on the above, the following hypothesis is proposed:

**H1.2: Talent Management has a statistically significant impact on social responsibility in Jordanian telecom companies.**

#### **2.5. Talent Management and Improving Quality of Services**

Talent management aims to enhance the capacity of an organization and enable it to grow quickly and assure alignment between its strategies. Many leaders implement sophisticated management systems to

maintain the quality of their organization’s services. On the other hand, the management in a company plays an important role in engaging and mapping their employee competencies and evaluating their employees’ skills (Udo et al., 2023). At the same time talent management factor is linked to employees and companies’ outcomes, very few studies known the process of this linkage Kravariti (2022), the author showed that talent management is significantly impact individual performance through line managerial support development and organizational support, but no direct relationship was supported. A study AL haroun,2021 showed that talent management has a positive impact in improving the quality of services, the results were supported by (Kaewnaknaew et al.,2022) that talent management has the ability to shape companies’ performance in any sector. Based on that, the following hypothesis is proposed:

**H1.3: Talent Management has a statistically significant impact on quality in Jordanian telecom companies.**

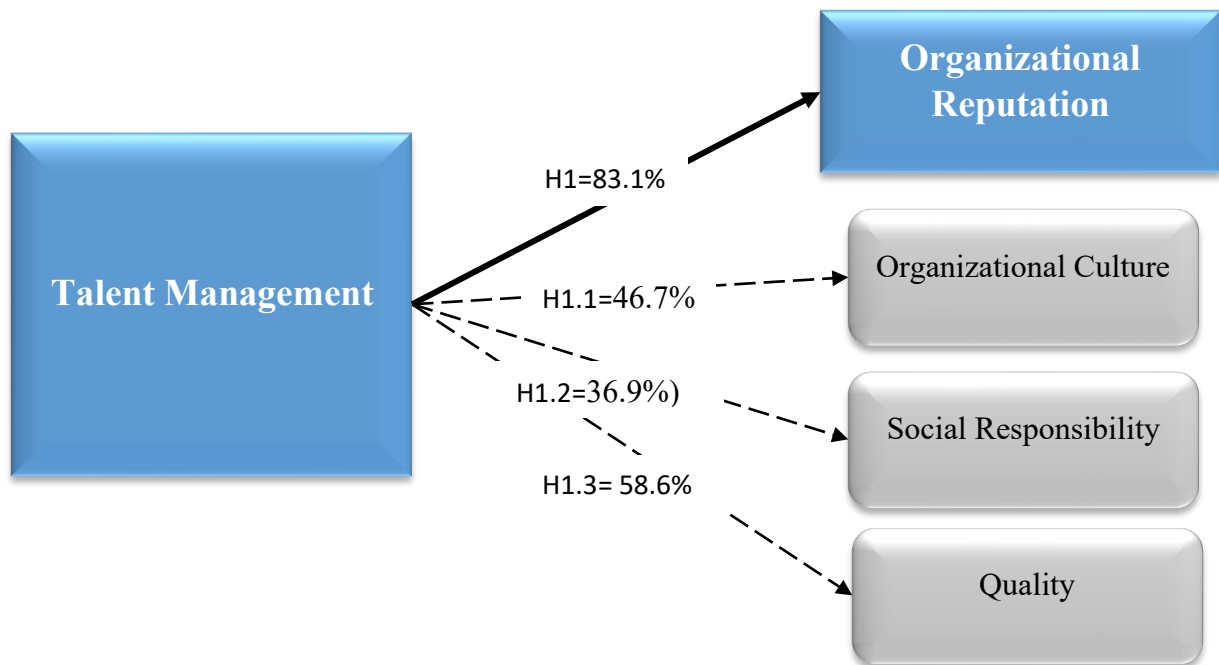


Fig.1: Theoretical Framework

### 3. Research Methodology

The researcher used a descriptive and analytical approach. A special questionnaire was designed based on valid questions that address the study objectives and they were placed in a useful order. The questionnaires were created based on the extracted concepts from the conceptual framework that fit with our study, the talent management contained 10 questions. While the dependent variable has 5 questions for its variables, and the researchers contacted the human resources managers for the three communications companies in Jordan to allow distributing the questionnaire electronically through Google Forms to the responses, estimated at 300 males and females from administrative departments for the three companies. The researcher chose this randomly purposive sample because employees who are working in the managerial departments may display good skills. And a total of 227 questionnaires (75.7%) were retrieved from the study sample. Which is suitable as it is recommended to use 20% of the members of a small community of hundreds as a sample for the study (Vasileiou et al., 2018).

The basic (demographic) characteristics of the respondents of the study sample were as follows:

Table 1: Distribution of Respondents According to Demographic Variables

Variables	Categories	Frequency	Percentage
<b>Educational qualification</b>	Intermediate diploma	48	21.1
	Bachelor's	135	59.5
	Master's	37	16.3
	PhD	7	3.1
<b>Total</b>		<b>227</b>	<b>100.0</b>
<b>Job title</b>	Manager	12	5.3
	Head of Department	36	15.8
	Administrative employee	105	46.3
	Customer service employee	74	32.6
<b>Total</b>		<b>227</b>	<b>100.0</b>
<b>Years of experience</b>	Less than 5 years	54	23.8
	From 5 to 10 years	68	29.9
	From 10 to 15 years	61	26.9
	More than 15 years	44	19.4
<b>Total</b>		<b>227</b>	<b>100.0</b>

Through demographic analysis of the study sample, it was found that most of the workers in Jordanian telecommunications companies are holders of a bachelor's level qualification, and most of them are administrative employees with between 5 and 10 years of experience. This indicates that the respondents have the knowledge and experience necessary to answer the questionnaire and achieve the study objectives.

### 3.1. Descriptive Analysis

This part of the study presents a description of the dimensions and variables of the study, by analyzing the responses of the study sample to the items designated to be measured in the study tool.

#### 3.1.1. Talent Management

Table 2: Description of the Dimensions and Variables of Talent Management

No.	Statement	Mean	Standard deviation	Rank	Imp.
1	The company has a strategy that focuses on the quality of human resources, not the quantity.	4.38	0.671	1	High
2	The company advertises in the most popular media for the need of talented employees.	4.29	0.663	2	High
3	The company adopts specific criteria for talent selection.	4.27	0.738	4	High
4	The company has a development plan.	4.28	0.704	3	High
5	The company places talented employees in jobs that are suitable for their skills and abilities.	4.18	0.679	6	High
6	The company works on the participation principle of talented people in decision-making and problem-solving.	4.23	0.738	5	High
7	The company provides talented people with information and needed knowledge, regularly and easily.	4.11	0.759	7	High
8	The company provides several training programs for talent development.	4.04	0.818	8	High

9	The company works to hold on to the talents it has.	4.01	0.822	9	High
10	The company has a system of incentives for its talented employees.	3.93	0.926	10	High
<b>Total</b>		4.17	0.523		High

Table 2 shows that the general average for talent management is high (4.17), and the means for the dimensions of the study variables ranged between 3.93 and 4.38, with a high relative importance for all variables. The variable stating that “The company has a human resources strategy that focuses on the quality of human resources, not the quantity” ranked first with a mean of 4.38 and a standard deviation of 0.671, while the variable stating that “The company has a system of incentives for its talented employees” ranked last with a mean of 3.93 and a standard deviation of 0.926.

### 3.1.2. Organizational Reputation

Table 3: Description of the Dimensions and Variables of Organizational reputation

No.	Statement	Mean	Standard deviation	Rank	Imp.
1	There is cooperation in performing tasks among employees.	4.03	0.777	2	High
2	The company has clear instructions.	3.99	0.809	3	High
3	There is appreciation and respect in the company between employees.	3.98	0.814	4	High
4	The company prioritizes the public interest over the private interest.	3.97	0.777	5	High
5	The company works continuously to satisfy the community through the distinct values it offers to the community.	4.16	0.743	1	High
<b>Organizational culture</b>		4.02	0.567		High
6	The company builds positive relations with the society aspect.	4.13	0.789	2	High
7	The company develops the needed skills of its human resources department.	3.85	0.916	5	High
8	The company does not undertake any activities that are contrary to the society values.	4.10	0.702	3	High
9	The company participates in community activities and events.	4.16	0.755	1	High
10	The company’s relations are transparent.	3.98	0.809	4	High
<b>Social responsibility</b>		4.04	0.616		High
11	The company’s provided services are of high quality compared to competitors.	4.14	0.752	3	High
12	The company has a high level of experience in providing its services.	4.27	0.535	1	High
13	The company adheres to the specified schedule for providing its services.	4.01	0.583	5	High
14	The company’s employees are ready to meet customers’ requests on time.	4.14	0.503	2	High
15	The company supports the program of continuous improvement.	4.05	0.656	4	High
<b>Quality</b>		4.12	0.491		High
<b>Total</b>		4.06	0.508		High



Table 3 shows that the overall rate of organizational reputation (4.06) is high. The “quality” dimension ranked first, with a mean of 4.12 and a standard deviation of 0.508, while “organizational culture” ranked last, with a mean of 4.02 and a standard deviation of 0.567. The variable of “social responsibility” had a mean of 4.4 and a standard deviation of 0.616.

### 3.2. Reliability

Reliability was used to know the consistency of measured variables,  $r$  while  $\alpha$  was used to ensure the consistency. Reliability is presumed if the Cronbach’s alpha value is greater than 70% for all variables, as shown in Table 4.

Table 4: Cronbach’s Alpha Coefficient

No.	Variable	No. of items	Cronbach’s alpha
1	<b>Talent management</b>	10	0.939
2	Organizational culture	5	0.945
3	Social responsibility	5	0.954
4	Quality	5	0.919
5	<b>Organizational reputation</b>	15	0.913

### 4. The Study Variables and Correlation

To test the relationship between the variable and to determine the strength of the relationships a Pearson correlation coefficient was applied. Table 5 shows that the links between the study variables are strong, with  $r$  ranges of between 0.632 and 0.718.

Table 5: Bivariate Pearson’s Correlation ( $r$ )

No.		1	2	3	4
1	Organizational culture	1.000			
2	Social responsibility	0.632	1.000		
3	Quality	0.718	0.712	1.000	

### 5. Multi-Collinearity

" Using the Variance Inflation Factor (VIF) and the Tolerance Variant Statistics to identify which variables are contributing to the multicollinearity., all three values of VIF were less than 10.

Table 6: Tolerance and VIF

Dimension	"Collinearity – statistics"	
	Tolerance	"VIF"
Organizational culture	0.327	3.057
Social responsibility	0.338	2.960
Quality	0.186	5.384

### 6. The Main Hypothesis

In table 7: To test the main hypothesis, multiple linear regression analysis was performed to estimate the results of a response variable. **Talent management has a statistically significant effect at the level ( $\alpha \leq 0.05$ ) in improving organizational reputation in Jordanian telecommunication companies.”**

Table 7: Results of Testing the Main Hypothesis

I.V.	Model summary		ANOVA		Coefficients				
	R	R <sup>2</sup>	F	Sig F*	Variable	B	Standard error	T	Sig T*

Talent management	0.912	0.831	318.624	0.000	Organizational culture	0.149	0.048	3.130	0.002
					Social responsibility	0.292	0.043	6.773	0.000
					Quality	0.382	0.073	8.962	0.000

\*The effect is statistically significant at the level ( $\alpha \leq 0.05$ )

The correlation coefficient indicates that talent management has an impact in improving the organizational reputation of Jordanian telecom companies ( $R = 0.912$ ) and that the impact of the independent variable (talent management) is statistically significant. Table 7 shows that the calculated F value was 318.624 and the level of significance ( $\text{sig} = 0.000$ ) was less than 0.05, while the value of the coefficient of determination ( $R^2 = 0.831$ ) indicates that the variance in quantitative methods can explain 83.1% of the difference in improving organizational reputation.

Table 7 shows the values of the regression coefficients for the sub-dimensions of the variable “organizational reputation.” The B value in the “organizational culture” dimension was 0.149, and the calculated T value in this dimension was 3.130 at a significance level of 0.002—this is less than 0.05, which indicates a significant positive effect at the significance level ( $\alpha \leq 0.05$ ). The table also shows that in the dimension of “social responsibility,” the value of B was 0.292 and the value of T was 6.773 at a significance level of 0.000—that is, less than 0.05, which indicates a significant positive effect. In addition, the table shows that the B value in the “quality” dimension was 0.382, and the T value was 8.962 at a significance level of 0.000: less than 0.05, which indicates a positive effect at the level of significance ( $\alpha \leq 0.05$ ).

### 6.1. Sub-hypotheses

To test the sub-hypotheses, simple linear regression analysis was performed.

H1.1: Talent management has a statistically significant effect at the level ( $\alpha \leq 0.05$ ) in improving organizational culture in Jordanian telecom companies.

Table 8: Results of Testing First Sub Hypothesis

D.V.	Model summary		ANOVA		Coefficients				
	R	R <sup>2</sup>	F	Sig F*	Variable	B	Standard error	T	Sig T*
Organizational Reputation	0.683	0.467	171.795	0.000	Organizational Culture	0.149	0.048	13.107	0.002

Table 8 shows the values of the regression coefficients for the subdimensions of the variable “organizational reputation.” The B value in the “organizational culture” dimension was 0.149, and the calculated T value in this dimension was 3.130 at a significance level of 0.002—this is less than 0.05, which indicates a significant positive effect at the significance level ( $\alpha \leq 0.05$ ). Also it shows that the R-value of the first dimension was 0.683, which indicates a positive correlation between the “talent management” and “organizational culture” dimensions. The result of the coefficient of determination was ( $R^2 = 0.467$ ), which means that the “talent management” domain explained 46.7% of the variance in “organizational culture” when all other variables remained constant. It was also proved that at the level of confidence ( $\text{sig} = 0.000$ ), the value of F was 171.795, which confirms the importance of the regression at the level of significance ( $\alpha \leq 0.05$ ).

**H1.2: Talent management has a statistically significant effect at the level ( $\alpha \leq 0.05$ ) in improving social responsibility in Jordanian telecom companies.**

Table 9: Results of Testing Second Sub-Hypothesis

D.V.	Model summary		ANOVA		Coefficients				
	R	R <sup>2</sup>	F	Sig F*	Variable	B	Standard error	T	Sig T*
<b>Organizational Reputation</b>	0.608	0.369	114.776	0.608	<b>Social responsibility</b>	0.292	0.044	10.713	0.00

Table (9) also shows that in the dimension of “social responsibility,” the value of B was 0.292 and the value of T was 6.773 at a significance level of 0.000—that is, less than 0.05, which indicates a significant positive effect. The R-value of the second dimension was 0.608, which indicates a positive correlation between the “talent management” and “social responsibility” dimensions. The result of the coefficient of determination was ( $R^2 = 0.369$ ), which means that the “talent management” domain explained 36.9% of the variance in “social responsibility” when all other variables remained constant. It was also proved that at the level of confidence ( $\text{sig} = 0.000$ ), the value of F was 114.776, which confirms the importance of the regression at the level of significance ( $\alpha \leq 0.05$ ).

**H1.3: Talent management has a statistically significant effect at the level ( $\alpha \leq 0.05$ ) in improving quality in Jordanian telecom companies.**

Table 10: Results of Testing the Third Sub-hypothesis

D.V.	Model summary		ANOVA		Coefficients				
	R	R <sup>2</sup>	F	Sig F*	Variable	B	Standard error	T	Sig T*
<b>Organizational Reputation</b>	0.687	0.586	119.959	0.000	<b>Quality</b>	0.382	0.035	16.832	0.00

Table (10) shows that the B value in the “quality” dimension was 0.382, and the T value was 8.962 at a significance level of 0.000: less than 0.05, which indicates a positive effect at the level of significance ( $\alpha \leq 0.05$ ). The R-value of the third dimension was 0.687, which indicates a positive correlation between the “talent management” and “quality” dimensions. The result of the coefficient of determination was ( $R^2 = 0.586$ ), which means that the “talent management” domain explained 58.6% of the variance in “quality” when all other variables remained constant. It was also proved that at the level of confidence ( $\text{sig} = 0.000$ ), the value of F was 119.959, which confirms the importance of the regression at the level of significance ( $\alpha \leq 0.05$ ).

**7. Discussion**

The results of this study may assist managers and employees in Jordanian telecommunications companies in identifying strengths and shortcomings in talent management procedures and understanding the impact of these practices in strengthening their reputation. In this study the correlation coefficient showed that talent management has an impact on the organizational reputation

of Jordanian telecom companies, where the variance in quantitative methods can explain 83.1%. This hypothesis has been supported by a number of studies (Özkan et al., 2020; Singh & Misra, 2021; Moghtadaie & Taji, 2016).

The results also indicate a positive correlation between the “talent management” and “organizational culture” dimensions, with “talent management” explaining 46.7% of the variance in “organizational culture.” Mahajan (2019) indicated that corporate culture is linked to a number of functions, including efficient talent management. The study result agree with Setyawan (2021) revealed that talent management practices have a positive and significant impact on organizational culture. Also Saleh and Atan (2021), showed there is a strong and significant positive correlation between sustainable talent management practices and employees’ job satisfaction. Furthermore, the results indicate a positive correlation between the “talent management” and “social responsibility” dimensions, as “talent management” explained 36.9% of the variance in “social responsibility.” Agreed with Story et al., (2016) showed that CSR is an effective tactic for luring top personnel and employees’ retention, also agreed with Kohestany and Yaghoubi (2017) and Bozma and Karciolu (2023). Additionally, these studies the author found that all variables relating to social responsibility, employee pride, management support, performance management, intrinsic rewards, and health issues influenced the retention of human resources as a result enhancing organizational reputation.. As for the last hypothesis, the results indicated a positive correlation between the “talent management” and “quality” dimensions, with “talent management” explaining 58.6% of the variance in “quality which is the most affected by the talent management agreed with Udo et al., 2023 that employees’ skills and well skilled employees can affect organizational outcomes. The study contradicted with Kaewnaknaew et al.,2022 as we found a direct relationship towards organizational reputation but the authors did not find a direct relation in his study.

Results are summarized as in table 11.

Table 11: Summarizing the Order of the Effected Variables

D.V.	Model summary		ANOVA		Coefficients			
	R	R <sup>2</sup>	F	Sig F*	B	Standard error	T	Sig T*
Organizational culture	0.683	0.467	171.795	0.000	0.631	0.048	13.107	0.000
Social responsibility	0.608	0.369	114.776	0.000	0.516	0.048	10.713	0.000
Quality	0.687	0.586	119.959	0.000	0.644	0.035	16.832	0.000

## 8. Conclusion

This study enhances the empirical understanding of how talent management practices influence organizational reputation, an important intangible asset for telecom companies. The results establish talent management as a significant predictor of reputation dimensions such as quality, social responsibility, and organizational culture. Telecom managers must focus on integrating robust talent attraction, development, and retention policies to positively shape company reputation. This research paves the way for more scholarly inquiry into contingent factors that may alter the examined relationships across diverse contexts. As talent management evolves, continuous research is necessary to guide telecom practitioners on leveraging human capital to build reputational capital and sustainable success. Based on the obtained results the researchers’ recommendation that telecommunications companies need to set an adequate incentives system to maintain talented employees especially those who are working in the administrative department as they support the companies’ mission and vision. The researchers also recommend that telecom companies need to set priority for enhancing employees competences and the needed skills in the administrative department.

## 9. Limitation and Future Recommendations

The study enhanced the knowledge in the field of Talent management. It is regarded as a reference for people interested in scientific research in the disciplines of talent management and corporate reputation. Furthermore, this study sheds a light on the aspects that Telecommunications Company should take it into their consideration to enhance their organizational reputation. Future research in this field is better to provide attention to the role of talented management towards companies' strategies implementation and how companies can take the advantage of their talented employees for prosperity. The researchers couldn't reach all the employees at all levels in the Telecommunications companies which could allow researcher to draw a full perception about the situation in the telecommunication companies.

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