

Talent Management and Organizational Performance: The Role of Employee Engagement, Retention, and Value Addition

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Abstract

During the coming decades, recruiting and retaining talented employees will become a critical challenge to organizations' performance and survival. Talent management is a strategy that can enable organizations to retain talented employees and improve performance. This study aims to highlight the effect of talent management on organizational performance and the role of employee engagement, retention, and value addition in this relationship between talent management and organizational performance. To achieve the objectives, the study population was selected from higher education institutions in Jordan, with 374 participants from different management levels. The study applied the approach of partial least squares structural equation modelling (PLS-SEM) for data analysis. The results revealed that there was a positive association between these variables. But only employee engagement was not significant in this association. Furthermore, the mediation analyses found a significant positive effect of employee engagement, retention, and value addition in the relationship between talent management and organizational performance. This study also verified the future researchers' perceptions and thoughts about the effect of talent management. Research implications were provided to better benefit this study's results and knowledge gaps fulfilment.

Keywords: Talent management, Employee engagement, Retention, Organizational performance, Higher education, Jordan.

1. Introduction

Management, organizational behaviour, psychology, and sociology are just a few fields that have informed the growth of Human Resource Management (HRM) during the last two decades (Hongal and Kinange 2020). Talent management has arisen as a new paradigm, methodology, and ultimate aim in business management. Regarding operational processes and organizational changes, talent management is about activating and utilizing the role of talent (Hongal and Kinange 2020). Selecting exceptional business leaders and executives is just the beginning of what is known as "talent management." Organizational performance is improved by recruiting skilled workers and pursuing professional excellence (El Dahshan, Keshk, and Dorgham 2018). Organizations must obtain highly skilled people resources with extraordinary capability and great talents to compete in today's business environment. These people are an organization's best hope for fostering an environment where ideas flourish, and employees strive for personal

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bests (Bibi 2019). Talent management is important because employees are a company's most valuable resource. Talent management techniques are used so that businesses may find, develop, and make the most of their best employees (Hongal and Kinange 2020). Organizational performance may be enhanced by combining technological and human elements, which interact and shape final results (Yuniati et al. 2021).

Different experiences reported in the literature confirmed that focusing on establishing greater performance outcomes, importing modern technology, and neglecting serious attention to human resources and talent management did not achieve any business development (Glaister et al. 2018). On the other hand, developed countries have realized the problem of talent competition and dealt with it in light of talent management philosophy and systems. However, the developing contexts still lack an understanding of the reality of this problem (Kafetzopoulos and Gotzamani 2022). Another problem arises related to the organization's endeavours to create greater organizational engagement of the staff to improve its performance. It is logical for the management to work through individuals who have a deep engagement to create value for the organizations and the products/services provided (Abdullahi et al. 2023).

Employee engagement is a management philosophy that organizations use to allow their employees to participate in decisions that affect organizational performance (Sopiah et al. 2020). The trend towards engagement and participation is; working in the development of the organizations, formulating roles in developing the administrative formula and developing methods towards modern management practices in addition to human development within different organizations (Pandita and Ray 2018). This was confirmed by the studies, where there are organizations that suffer from the lack of conviction of the top management to take the actions that can achieve the required results by utilizing the capabilities of staff at the lower administrative levels. In light of the diversity of variables affecting organizational performance, this study addresses the impact of talent management on organizational performance in the presence of employee engagement to add value in one of the Jordanian contexts.

2. Literature review and hypotheses development

In the in-depth research, the theory of management revealed distinct streams of talent management thinking. Talents as a set of typical HRM practices, functions, activities, or specialized areas such as selection, recruitment, career development, and succession (Kwon and Jang 2022). Talent management requires doing what human resources HR has always done. Still, it has to be done faster (i.e., online or outsourcing) or across the organization (rather than within a department) (Kravariti et al. 2022). Distinctive, considering that "the traditional HR department in the organization concerned with directing and recruiting employees is transformed into a broad organization for attracting and retaining talent", while many defenders of this perspective see it as giving humans a wide scope for talent management (Hakro, Siddiqui, and Banbhan 2022). There is a tendency for practitioners who focus first on sub-disciplines or specialized areas within HR to narrow the concept of talent management (Athira 2022). For example, recruiters tend to discuss talent management and advocate for training and development to encourage "growing talent" in sourcing the best potential candidates (Jha 2022). Leadership and policy experts, on the other hand, emphasize the use of pay and performance management processes. The literature was somehow biased towards leadership focus on succession planning and leadership development. Because of the breadth of this view, modern studies replaced the traditional concept of "human resources" with "talent management" (Tahir 2023).

These approaches focus on attending to the needs of employees and the evolution of managing employees by the situation, often through enterprise-level systems. In these cases, the focus is usually on the inside rather than the outside (Murphy, Gaytan, and

Endres 2023). The literature also offers a typical view of this approach; surprisingly, the first step in talent management is for many practitioners to understand the internal workforce (Elhaddad, Safan, and Elshall 2020). Human resources, as the problem of ensuring an adequate flow of talent into positions with optimal utilization of organizational resources, have long been of researchers' interest in different business contexts and fields (e.g., industrial management). The evolution of individuals through situations due to growth, attrition, and other factors programmed into the model simulates various organizational and personnel planning problems (Narayanan, Rajithakumar, and Menon 2019). Talent management systems, the catalogue of workforce skills and the supply and demand of workers have the advantage of realizing more job opportunities than most workforce models simultaneously, but they have the same mission. A point of view focuses on talent in general, without regard to organizational boundaries or specific situations. Within this perspective, two directions emerged (Jauhari, Sehgal, and Sehgal 2013). The former looks at talent, which usually means high organizational performance and talent potential specific roles or, in some cases, depending on the organisation's specific needs. Thus, in contrast to the different perspectives, organizations are encouraged to manage a performance reserve of talent rather than a succession reserve for specific functions (Kumar 2022).

Employee skills and competencies can add various forms of value to the organization. Thus, this perspective is viewed as a simplified view of organizational talent. Certainly, this supports the trend of the differences among talent management in light of different human resource approaches and practices (Schreuder and Noorman 2019). However, the association between talent management and the employee's value addition focuses on identifying the key designation arrangement that can influence the competitive organizational edge and ultimately fill with greater performers (McDonnell, Jooss, and Conroy 2023). Furthermore, talent management is concerned with identifying the right candidates for the prospective vacant positions to create a competitive advantage and select the right people to deliver the desirable outcomes (Makram, Sparrow, and Greasley 2017). The staff's capabilities and skills can add different forms of value to the organization; therefore, the employees contribute to organisational outcomes.

Moreover, the effective talent management approach makes organizations more competent and competitive in the markets, which enhances organizational efficiency and effectiveness (Kriz et al. 2021). For instance, modern, effective companies cannot succeed without talented individuals' real efforts. The talent management process pertains to the most valuable staff using an approach that includes good rewards practices to make them feel with recognition, eventually showing positive contributions with a long-term commitment to their organizations (Luthia 2022). In addition, talent management can increase financial outcomes (i.e., revenues), help the organizations achieve better outcomes than its key competitors, and gain higher market share, reflecting more profits.

Employers face difficult situations when retaining employees for a long time, especially talented ones. To overcome these situations, the literature has referred to some issues and points that can help organizations achieve the desired success (Kurdi and Alshurideh 2020). For substantial human resources, HR-related research conducted a study and confirmed that basic wages and career advancement opportunities are key factors for employee retention (Prasetyo et al. 2021). If the employers do not pay enough wages, this may harm their organizations, but paying extra wages may help to a limited extent. Looking beyond wages, the study of the company in which human resource managers showed that one factor that pushes employees to leave is the search for job opportunities and a better balance between life and work (Suganya Devi 2021). In addition, the rest of the factors include benefits, rewards, and times to go to work each day. Triage issues in the workplace within an organization, the priorities of employees doing the same job vary widely, and managers must understand what motivates each category for better organizational performance (Elsafty and Oraby 2022).

Everyone in the organization, whether employees or managers at all levels aspire to the highest levels of job performance in line with their viewpoint (Andari, Nafiudin, and Purnamasari 2021). They also strive to achieve success according to their point of view. So, everyone is personally responsible for their involvement in the organisation's work. The definition of "employee engagement" is the intersection between the greatest contributions made to the organization and the highest levels of the employees' performance (Al-Dmour 2022). This is the high organizational performance that benefits both sides of the equation. The findings of studies, however, addressed this ideal situation which can't include all employees in the organization (Giauque et al. 2022). There is always a discrepancy between employees' contributions, those who contribute as much as possible and those who do not. The same applies to organizational performance among employees, some of whom sit at the top of the pyramid achieving the highest levels of organizational performance and contribution, and others fully engaged (Smith and Bititci 2017). The finding stated that the employees contributed to the highest levels of organizational performance and contributed effectively to the organization (Gallardo-Gallardo et al., 2020). On the other hand, the association between employee engagement and performance leads to analyzing some employees, especially those newly appointed in the organization or position. Although the high performance of this group, they do not perform their work with full energy (Rakatu, Chandra, and Soma 2022).

Based on the above discussion and in-depth literature findings, the study would formulate the research hypotheses to achieve the study objectives and test the hypothesized suggested model, as illustrated in Figure 1.

H1: Talent management has a significant positive effect on organizational performance.

H2: Employee engagement has a significant positive effect on organizational performance.

H3: Employee retention has a significant positive effect on organizational performance.

H4: Value addition has a significant positive effect on organizational performance.

H5: Employee engagement has a mediation role in the association between talent management and organizational performance.

H6: Employee retention has a mediation role in the association between talent management and organizational performance.

H7: Value addition has a mediation role in the association between talent management and organizational performance.

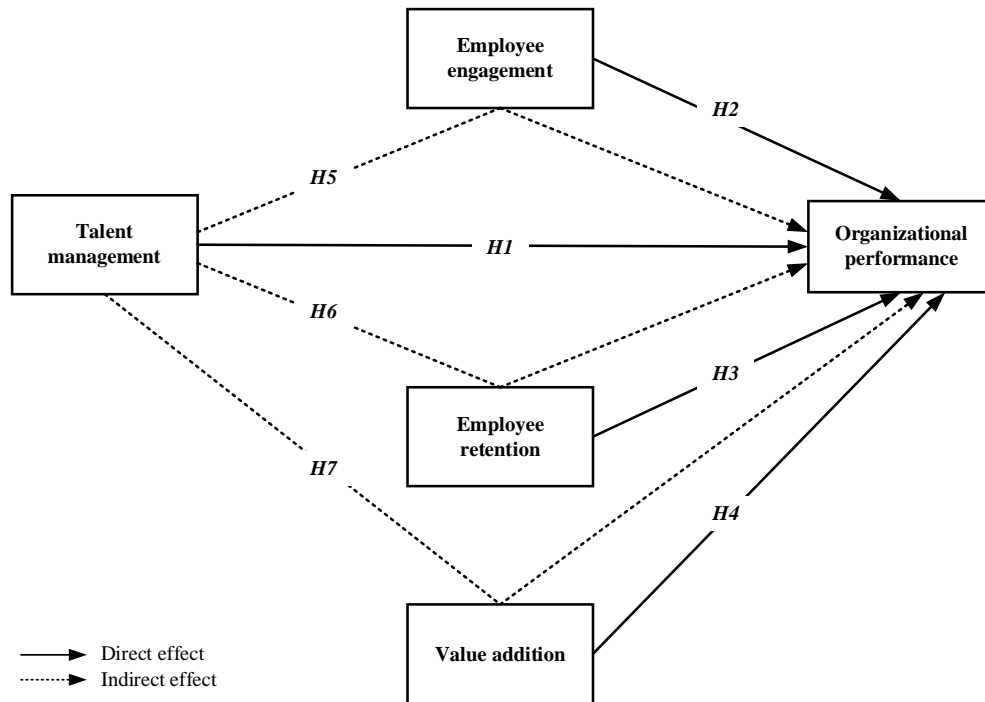


Figure 1: Conceptual research model

3. Methodology

The current research is an applied and co-sectional study approach that focuses on Jordan's higher education institutions industry. The study also aims to highlight the impact of talent management on the organizational performance of this sector through some important factors of engagement, retention, and value addition associated with organizational performance. The justifications directed towards the factors influencing the organizational performance, which is the higher education sector, is selected to conduct this study and collect quantitative data to address the different major organizational aspects-based constructs. The context of this study revolves around the behavioural variables that play a vital effect and role in organizational performance. The research sample includes private higher education institutions operating within Jordan and providing educational services. The study elements are administrative and academic staff in these institutions. The staff also includes all different levels of the employees (i.e., the middle and upper levels) for various perspectives on this issue. The data is collected from a varied range of different backgrounds of the sample. The research measures used to collect data from the target sample are based on five Likert-rank questionnaire items (1 = Strongly Disagree; 5 = Strongly Agree).

The research method is quantitative, and data collection was generated using primary data. Morgan sample determination was used to identify the adequate sample size as 374 employees of infinite numbers of objects. A total of 22 questionnaire statements were used to collect data for the different study variables. The research instrument's face validity was conducted through academics in the study area by examining the external consistency by using the Cronbach alpha for all research items with a satisfactory level (>0.70) to indicate reliable measures to collect as well analyze data (Henson 2001). The instrument is based on the relevant literature review (Murphy, Gaytan, and Endres 2023; Suganya Devi 2021; Narayanan, Rajithakumar, and Menon 2019), and its items have been selected and modified to fit the context of higher education institution characteristics of Jordan. The questionnaire was sent to the research sample using networking platforms like email, WhatsApp, and Facebook with a selection of the convenience sample

technique due to the easiness of reaching out to larger numbers of participants (Taherdoost 2016). The study applied partial least squares structural equation modelling (PLS-SEM) through the program of SmartPLS version 3, which provided different options in the analysis procedures, including validity and reliability of the measurement model and testing the structural hypothesized research model.

4. Results

The present research applied the structural equation modelling and the partial least square approach, PLS-SEM analysis procedures, to test the study hypotheses. Also, the analysis used a measurement model, providing a clear view of the measurements' validity and reliability through different types, such as convergent and discriminant. On the other hand, it used a structural model that was generally conducted among the studies to test the direct or indirect paths between the research variables. Moreover, the measurement model offers the relations between the study constructs and their respective indicators using the factor loadings, which represent the capability of these indicators to measure their constructs (Hair et al. 2012). As mentioned above, the measurement model is the important first step of the PLS-SEM analysis, which begins with checking the reliability and validity. Thus, in this regard, the evaluation of the measurement model can be conducted considering examining the reliability of the variables' indicator, internal consistency using the traditional approach of Cronbach alpha, important validities like discriminant validity.

4.1. Measurement model analyses

Moreover, in the current research analysis, the overall study constructs were assessed and analyzed by modelling a reflective model, which indicates the sets of indicators are considered to cause a particular construct. The analysis verified the measurement model through the important validity (i.e., discriminant). The analysis validity is generally conducted by assessing the different elements of factor loadings, average variance extracted (AVE), and composite reliability (CR). The reliability through the Cronbach alpha also used the internal consistency in social sciences, and it inclines to provide traditional analysis of the indicators in PLS-SEM analysis (Hair et al. 2012). The study reported the key required outputs of the analysis, including Cronbach alpha and CR. Hair et al. (2014) stated that the important PLS analysis of factor loadings with less than 0.40 must remove from further analysis. In this study, all factor loadings exceed the minimum acceptable value of 0.40. Thus, it presents the greater reliability of the measurement model. The results in Table 1 showed the important outputs of Cronbach alpha, CR, and AVE. The literature stated a superior of CR and AVE to be accepted of 0.7 and 0.5, respectively (Bwaliez 2021; Ta'Amnha et al. 2023), and limit 0.7 of RHO_A parameter. Figure 2 shows the measurement of factor loadings that reflect sufficient convergent validity parameters.

Table 1: Measurement Model Results

Construct	Cronbach alpha	RHO_A	CR	AVE
Talent management	0.789	0.796	0.855	0.542
Employee engagement	0.699	0.700	0.816	0.526
Employee retention	0.803	0.806	0.872	0.630
Value addition	0.790	0.791	0.864	0.613
Organizational performance	0.843	0.844	0.888	0.614

The study performed the discriminant validity of the measurements, which is concerned with analyzing the degree to of the measures are not related and how the items are differentiated among the respective research variables with a distinct concept. The most common analysis of this validity is a criterion established by (Fornell and Larcker 1981), which generally compares the correlations between the variables through the squared root

of the AVE (Henseler, Ringle, and Sarstedt 2015). The results of this analysis are given in Table 2, which shows the criterion of the Fornell-Larker analysis used to check the discriminant validity. Henseler et al. (2014) indicate that reproducing the Fornell-Larker criterion through cross-loading can detect a lack of discriminant validity in research situations (Henseler, Ringle, and Sarstedt 2015). Moreover, an alternative approach was proposed based on a matrix used to evaluate the discriminant validity called the heterotrait-monotrait (HTMT) ratio of the construct correlation. The value of HTMT less than 0.90 indicates that discriminant validity is recognized among two reflective constructs. Table 3 presents the HTMT results.

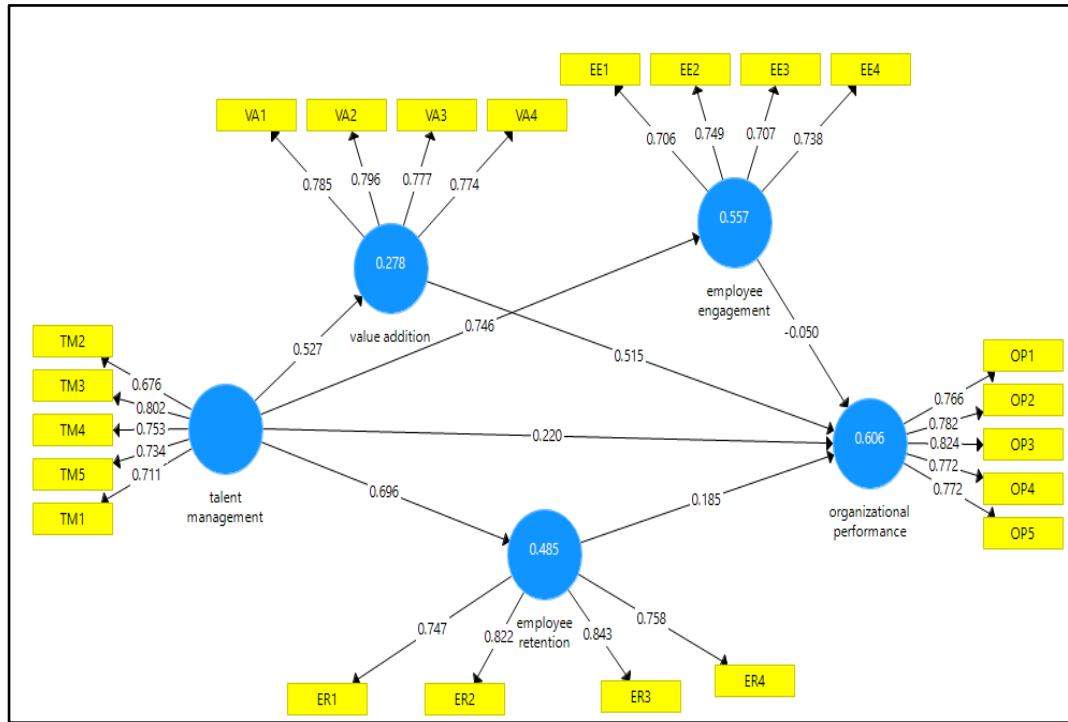


Figure 2: PLS-SEM measurement model

Table 2: Fornell-Larker Results

Constructs	1	2	3	4	5
1 Employee engagement	0.725				
2 Employee retention	0.628	0.794			
3 Organizational performance	0.519	0.676	0.784		
4 Talent management	0.746	0.696	0.583	0.736	
5 Value addition	0.562	0.717	0.735	0.527	0.783

Table 3: HTMT Results

Constructs	1	2	3	4	5
1 Employee engagement					
2 Employee retention	0.829				
3 Organizational performance	0.679	0.815			
4 Talent management	0.889	0.853	0.705		
5 Value addition	0.758	0.891	0.896	0.653	

4.2. Structural model analyses

The assessment of the structural model is the second step of PLS-SEM analysis. In this regard, the study revealed the collinearity results of modelling talent management, employee engagement, employee retention, and value addition as predictors of organizational performance. This may recall that (Hair et al. 2012) suggested a minimum of 5.0 as the threshold level to detect the multicollinearity problem of the constructs. The

current research showed that all VIFs ranged between (2.198 - 2.853), indicating a lower than the cut-off of 5.0. Therefore, the collinearity between the predictors is not a problem. Figure 3 presented the results of the structural model. It showed the key outputs, including the standardized path coefficient (β), significance level (T and P statistic), and Coefficient of determination R², which estimate the inner structural model. The results found that the T-statistics as the most important indicator used in the analysis to identify the significance level of the paths using the bootstrapping approach was significant, and it is applied to test the significance. The findings generally revealed that all the variables analyzed were positively significant, except that the employee engagement-organizational performance path was insignificant, as given in Table 4.

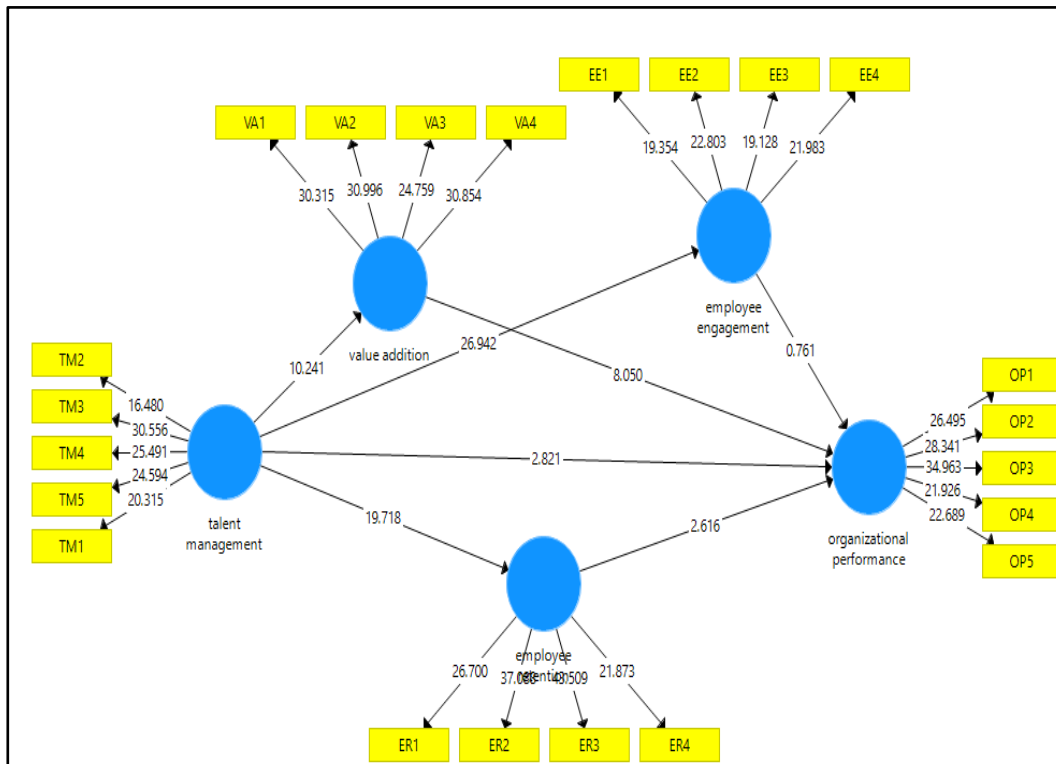


Figure 3: PLS-SEM structural model

Table 4: Hypotheses Testing

Hypotheses	Beta	T-value	P-value	Result
H1 Talent management → Organizational performance	0.220	2.821	0.000	Supported
H2 Employee engagement → Organizational performance	0.050	0.761	0.447	Not supported
H3 Employee retention → Organizational performance	0.185	2.616	0.009	Supported
H4 Value addition → Organizational performance	0.515	8.050	0.000	Supported
R ² for organizational performance	0.606			
Q ² for organizational performance	0.360			

The coefficient of determination (R²) value has been extracted as a measure used to know the amount of variance in the dependent variable (organizational performance) explained by the independent research variables identified in the structural model. The finding of the R² value was 0.60 for the dependent latent construct; as a rule of thumb, this result indicated a substantial, moderate value. Figure 3, illustrated previously, presents this analysis and shows that the value of R² of organizational performance is 0.606, considered moderate. The model also showed a predictive accuracy through the value of Q² through the analysis of blindfolding for organizational performance is 0.360. Since

this analysis found a value larger than zero, the structural research model has a predictive relevance and concludes the predictive model capability is accepted.

4.3. Mediation analyses

The study showed mostly a significant positive effect through the direct effects between the several exogenous and endogenous constructs. In addition, the indirect effects were significant for employee retention and value addition, but employee engagement results revealed no mediation between talent management and organizational performance. Assessing this relationship, the study performed the bootstrapping technique and applied samples of 5000 drawn with a replacement at a confidence level of 95% used to run this analysis. Accordingly, the findings found H6 and H7 were accepted, and H5 was not accepted. Table 5 provides the results of mediation analyses and the findings about testing the relationship between talent management and organizational performance significantly mediated. On the other hand, the relationship between talent management and organizational performance was not significantly mediated through employee engagement. Table 5 presents the key results of the mediation analyses of this study model.

Table 5: Mediation Analyses

Hypotheses	Beta	T-value	P-value	Result
H5 Talent management → employee engagement → Organizational performance	0.038	0.759	0.000	Not supported
H6 Talent management → employee retention → Organizational performance	0.129	2.534	0.012	Supported
H7 Talent management → value addition → Organizational performance	0.271	6.308	0.000	Supported

5. Discussion and implications

The current study examines the many different effects and associations between major research factors that influence organizational outcomes like performance. The study findings found a significant positive effect of most of the involved research constructs in the examined context. The results aligned with the literature and did not go far away from the logical discussions and insights in the previous works. The above-stated findings and literature review in this work provide more focused empirical pieces of evidence which address the important role of talent management that can help organizations to achieve greater levels of employee engagement and retention with more value addition to reaching desirable organizational performance (Achmada and Soetjipto 2022). Consequently, the study can infer from the results that all organizations are interested in adopting related talent management strategies and optimising policies for talent recruitment, retention, and development. The findings also trigger talent recruitment to fit the needed skills for higher importance to build the strategic objectives based on the strategy. The insights of this discussion call not only higher education institutions but also all organizations to conduct their performance against their own goals, which this consistent with Kamel (2019) that talent management initiatives make employees more engaged (Kamel 2019).

In this regard, the study results indicate that different management levels must involve various talent management practices to encourage and motivate employees through attractive rewards with more social recognition and self-development opportunities. Moreover, the study discussion demonstrated that talent management could also enable the employees to be more motivated and maintain morale upbeats. Today's organizations have recognized the strategic alignment of the important practices of talent management in assisting their upper management in enhancing performance and achieving their major

goals, which support the results (Humaid 2018) in this discussion. Organizations' executives realized and agreed on the positive relations between talent management practices and organizational strategies to obtain the required success. Further, talent management can offer a competitive edge to organizations. The organization's talent capacity is difficult for competitors to replicate or benchmark. Talented people are an organization's strategic asset and can provide potential long-term competitiveness (Akter et al. 2022). This means that organizations recognize the increasing importance of recruiting and retaining talent management practices and integrations within the organization's strategy for better organizational performance and excellence.

The study showed an interest in examining the relationship between talent management and employee engagement. The factor of employee engagement in this study found no significant effect on talent engagement, indicating the lack or poor existing talent management initiatives and practices. Thus, the employees are not engaged enough for this reason. Engagement is a concept that needs a better understanding of the employee needs at different facets (i.e., social and economic). Higher education institutions with their traditional engagement practices still fail to apply modern HRM practices could enhance this issue. The engaged employees are often participative and enthusiastic towards the assigned work duties and responsibilities, which is not in line with the results (Goestjahjanti et al. 2020). The literature supported that talented individuals feel important and contribute to making a difference in their organizational aims and objectives. However, this study provided a contradiction of this research result which indicate the need for engagement practices in higher education institutions in Jordan to focus more on this factor. Being appreciated and engaged in your organization fully aligns the people to their organization's objectives, which drives positive results in performance improvement and job satisfaction and reduces turnover rates.

The study also showed an interest in examining the relationship between talent management and employee retention. The results found that retaining a talented employee is a priority for all organizations and a key differentiation for human capital development and management. The study findings supported the previous results in the literature. They were consistent with them in light of the rise of the important effect of talent management on employee retention for different organizations. This also gives them a better grasp of the practices that should be focused on facing emerging challenges while retaining talented employees to compete in the fierce markets. The study participants agreed that managing the organizations' talents effectively is another vital priority. Human capital and talent have become more crucial for strategic success; talent management is seen as a mechanism that can strengthen organizational capabilities through talent and performance development using a practice like succession or career planning to reach success. The study also broadens the discussion about the effect of talented employees if they leave the organization due to their dissatisfaction with the existing rewards systems, policies, leadership, or other management practices that occur as a result of the right talent management systems is not in the place (Madurani and Pasaribu 2022).

Also, the study showed an interest in examining the relationship between talent management and value addition. The results highlighted the significant effect of having skilled employees with good capabilities that can add value to the organization. Generally, valued individuals count as a simple result of organizational talent. The discussion in this aspect through the provided results indicated the difference between talent management and human resource approach, and talent management is interested in identifying the core designed arrangement that is prospective to the different effects on other organizational outcomes such as competitive advantage (Ganaie and Haque 2017). The study, through this result, agreed with the literature that addressed the association between talent management and value addition and dealt with the practices of identifying the people who can be a value to the organization and fill the vacancy positions in light of creating a competitive advantage and can deliver positive outcomes. The skills and

competencies of the employees further add much value to their organizations; thus, they contribute to organizational performance (Caplan 2010).

The mediation results also provided no different results which supported all mediation effects except the mediator of employee engagement in the association between talent management and organizational performance. This indicates the need for much concern with this human resource practice. From a theoretical implication, the current study provided a new integrative conceptual framework that examined the theory and modern practice of HRM practices that have been changed due to the different requirements in this area. The study contributes to the HRM theory in examining several assumptions through the identified associations and paths and contributes to the research attempts to cover the existing gaps in this field. Practically, the research implications help practitioners, HRM professionals, and future researchers to consider the reasons and right practices and management initiatives in talent management and organizational performance (Dawwas 2022). The study also offers research insights regarding the nature of the relationship and role of many constructs in a single model of Jordan's context, which need to be like these studies for better implementation of management practices towards long-term organizational success and results.

6. Conclusion

The current study's findings about talent management support and offer some research insights into talent management effectiveness in achieving highly engaged and retained employees with greater value addition to the organization. The discussions of different talented normal or executive employees have addressed and indicated critical implications through a quantitative research method using a questionnaire. Data analysis suggested a good relationship between talent management implementation and practices with employees' retention, value addition, and organizational performance, particularly performance and career development. The key aim of this research was to offer further analysis and discussion of the current relevant literature on this topic to get conclusive suggestions and advice that could help organizations to face challenging issues and problems associated with the human resources practices and management, such as high turnover as well as low engagement and productivity. Establishing effective talent management systems, considering some points, is important. Organizational management should be the focal aspect of talent management implementation. The top management should support and dedicate the practices underpin the efforts of increasing employee engagement and talent retention for more value addition. Besides the senior and line managers should share the major responsibilities for effective mentoring, coaching, and developing their employees for better performance.

It is known that hiring new candidates is more expensive than developing the current ones in the organization. Thus, the talent management aspect is not HRM practices limit but also involvement within other HR functions. It can cover many different details while managing people. Talent management also does not count developing and training courses that the employee has taken, and it is a supportive process for further job satisfaction, engagement, and performance. In addition, the employees should always feel adequate support and care from their management. This study found the important role of talent management on the status of engagement and retention of the employees and accordingly considered the valued people for greater organizational performance. The study also pointed out the important management practices that are more linked and integrated with the positive outcomes that drive organizational performance. To boost talented individuals and make them more efficient and fit in the organizations, engagement, retention, training development, and performance management should be the key factors focused on talented people's recruitment and selection practices. Talent management is an integrated effort; it is not only exerted by the employee, but also some

key management parties are involved in this process, including top management, executives, and HR supervisors, to align the strategic organizational objectives and strategies.

7. Limitations and future studies

The study used a cross-sectional and quantitative research design. This is a study limitation as the possible effect of talent management had improved the organizational performance, which is different depending on the data collection methods. Moreover, the study encourages future research avenues to conduct different research designs, such as a longitudinal study approach, which may contribute to gaining a deep insight into the association between organizational performance and talent management with other variables. Other different research methods can also be applied, like causality relations. The researchers suggest that future research techniques be incorporated to showcase and explain the role of talent management on organizational performance beyond employee retention and engagement. An emerging notion like the “black box” may be examined to study the effect of talent management on organizational performance in future studies. A final limitation is that this research was conducted in the Jordanian higher education sector, and the results can differ from the studies in different industries like banking or other services sectors in a different context than Jordan. Further studies must explore these limits to provide further knowledge on this topic.

Declarations and statements

Funding: This research received no specific grant from public, commercial, or not-for-profit funding agencies.

Ethical Approval: Not applicable

Conflict of interest: The author does not have any conflict of interest.

Data availability statement: Data is available within the manuscript and will be provided at the editor's request.

Author Contributions: The author has contributed to writing, designing, compiling and editing the final manuscript.

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