

## The Impact Of Talent Management Strategies On Enhancing Innovation Among The Employees Of Telecommunications Company At Jordan (Orange, Zain)

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### Abstract

The study aimed to examine the impact of talent management strategies on enhancing Innovation among the employees of (orange, Zain) Telecommunications Company at Jordan. A descriptive analytical approach was used, a questionnaire was developed as the main tool for data collection, the population of the study consisted of (278) of (orange, Zain) Telecommunications company at Amman. (278) questionnaires were distributed to a random sample from the study population, (204) questionnaires were retrieved, (74) of them were valid for statistical analysis. Therefore, the percentage of return and valid questionnaires is (73 %) out of the total distributed questionnaires. Statistical Package for the Social Sciences" (SPSS.V.25) used. The study revealed a number of results, The results of the main hypothesis test indicated that there is a statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent management strategies (talent recruitment strategy, talent development strategy, talent retention strategy) on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan. In the same context, the findings of the test indicated that there is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of retention talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (orange, Zain) Telecommunications at Jordan, the study recommended to increase the attention of the research company to the need to develop incentives, programs, and strategies capable of attracting unique talents in order to support its strategic decisions and enhance its competitive position. Paying attention to talent management and make it part of its culture, because of its effective importance in raising the ability of workers to support its strategic decision

**Key words:** Talent Management Strategies, Innovation, (Orange, Zain) Telecommunications, Jordan.

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### INTRODUCTION

In the rapid and highly competitive 21<sup>st</sup> century, talents have become one of the most important pillars for organizations to achieve their strategic vision, as well as the increased emphasis on a good selection of

qualified and talented employees and the discovery, development, improvement, and retention of their talents as a competitive advantage that enables organizations to achieve what they want. Consequently, organizations of all kinds rushed to attract human talents, which led to the emergence of a form of competition between organizations about the possession of talent and intelligence employees, while employing them to serve their goals. Organizations have begun to develop strategies and means to manage human talent and link them to human resource development plans. Thus, talented human resources have become one of the most important factors for the success of these organizations in their endeavor to achieve survival, growth and stability in light of the intense competition. This has given them an influential strategic dimension, which leads organizations to shift from a managerial orientation to a strategic orientation towards business. (Robert & Robert, 2016).

As for Innovation, it is crucial for organizations as it contributes to their survival, development, and continuity. Therefore, it is necessary for organizations to endorse the creative ideas of their employees and to support the employees in order to achieve them. The current era is characterized by rapid changes and accelerated knowledge and technological development, which led to the emergence of many challenges that organizations face, which requires rejecting old ways and procedures and moving towards the use of creative methods. This is only done by the availability of creative individuals and providing all requirements that enhance their Innovation and motivate them to provide more creative ideas that enhance the competitiveness of the organizations in which they work, and that supports their continuity and career development at the same time. Hence, Innovation has been considered one of the basic components of evaluating the performance of workers in contemporary organizations Ben & Rob, 2019). This study aims to identify the impact of talent management strategies in developing Innovation among (orange, Zain) Telecom employees in Jordan.

## **RESEARCH PROBLEM**

Talent management is a recent topic and is concerned with attracting, developing, and evaluating performance, as well as retaining individuals with skills, experience, competencies, and talents, which contribute to achieving the goals of organizations in general and the goals of telecommunications companies in particular. Through the observations of the directors of the departments of (Orange, Zain) Telecom in Jordan that have been chosen as a population for the current study, it has been found that there is a weakness in planning, attracting, developing, improving, and retaining human resources to support talent management strategies. The researcher inferred the problem of the study through his review of many previous research and studies, which commended for more future studies for talent management and innovation development such as Khan and Heimer (2019), Mohammed et al (2018) and Jehangire and Khan (2018). Based on the above, the research problem can be put into the following main question is there an impact of talent management strategies on developing Innovation among employees of (Orange, Zain) Telecommunications company at Jordan.?

## **THEORETICAL FRAMEWORK**

### **Talent Management Concept**

Pruis (2011) define the talent management is "a set of human resources practices, activities, and functions in organizations, which include selection, development and career planning." (Ingram 2011) demonstrate the talent management as "a process of attracting and retaining talent." Talent management is seen by some as a policy for selecting individuals for appropriate positions). (Snell 2007) sees it as "a wide range of complex human resource processes that provide benefits to organizations." Others see it as "a series of carefully considered steps that include identifying, attracting, developing and retaining talent." (Uren and Samuel, 2015). According to some researchers and scholars, talented individuals "are those who have exceptional abilities, capabilities, and competencies, through which the change and development desired by the department can be achieved and the effectiveness of the organization in which they work can be improved". Where there is an agreement that talent management is implementing integrated strategies designed to improve recruitment and development, maintain a high degree of skilled people, and a desire to meet current and future organizational needs. (Josh, 2016)

Talent management, with its flexible policies and practices, is one of the management patterns that provide solutions to the problems that organizations face in the current century. The importance of talent management, Preparing Future Leaders it lies in enabling organizations to build an internal strategic pool of talent qualified for vital and strategic positions in the organization, which reflects positively on the organization's organizational and financial performance and quality of service delivery, as well as enhancing its ability to respond to external crises and threats. Adapting to External Changes which allow organizations to adapt properly to external changes and challenges, so they will try to avoid a potential threat in the future or take advantage of a potential future opportunity (Jassar & Al Saed. 2021) In addition, many organizations have tended to apply talent management not only to their importance in creating flexible organizations and improving their performance, but also because they provide officials with information and techniques that will enable future planning of the organization's growth and improving the quality of its services to citizens. Achieving competitive advantage through establishing internal systems and processes geared towards rare talents that possess the strategically important knowledge for the organization, there is a reduction in the costs of acquiring the human element from outside the organization. It saves the time and effort the organization needs to integrate new entrants into the new work environment. (Aldulaimi, 2016)

### **Talent Management Strategies**

- 1. Talent Recruitment Strategy.** The recruitment of talented individuals by the organization is practiced in two ways: from within the organization and from outside the organization. Attracting talent from within lies in selecting talented workers and recruiting them into new jobs because they are able to take on their responsibilities and carry out their duties. One of the advantages of internal recruitment is that the staff know the culture and working methods of the organization, as well as that this type of recruitment will raise the morale of the organization's staff and encourage them to do more to rise to higher positions. Recruitment from external sources is another strategy to have fresh people and motivate the organization's staff to innovate and create by blending ideas, and to contribute to the development of employee work (Surbhi, 2018). The process of recruiting individuals from outside to inside the organization develops the

organization's culture, values, and strategic orientations. The management must determine the quality of individuals needed to achieve the desired goals and objectives. Here, the organization's management should provide incentives, training, and development programs to promote the brand and reputation of the organization to easily recruit human talent to the organization (Pruis, 2011).

- 2. Talent Development Strategy.** The management makes accurate identification and selection of individuals working in the organization, who need the development process. Designing clear development programs and specifying the skills and abilities to be developed in working individuals, and what time the development process needs. The administration undertakes the evaluation process to measure the effectiveness of individuals with the development program, through the analytical tools used for the evaluation. The organization's administration provides adequate organizational support to help the development process. (Davis et al, 2017)
- 3. Talent Retention Strategy** It means retaining a talented employee, as organizations have to preserve valuable employees for vacant jobs because it is difficult to obtain an alternative. According to Deloitte Consulting, which received the highest five awards in the study priorities in the United States of America, the most worrying thing for organizations is how to recruit and retain talented employees. Where the “outstanding” organizations are the ones that first ask who? Then what? Based on the foregoing, it seems that the process of adopting a talent management strategy is not an easy thing for the institution, especially in light of the competition brought about by globalization and preserving talent by the organizations is much more difficult than discovering and obtaining them (Josh, 2016).

### **Innovation**

Innovation is a purposeful process towards renewal, change, development, and aspiration for a better future for the work of organizations. These elements make Innovation a basis for developing the energies, capabilities, and skills of workers, and taking care of them all the way to achieving the goals of the organization in a manner commensurate with scientific and technological developments. Innovation expresses a brainstorm for those who have creative capabilities in thinking to find new ways and ideas that bring about change, development, and innovation in the programs of the organization's work mechanism. The management is the active component in the organization's performance and so it has to go for development in order to achieve its goals. In the end, innovation is the essence of Innovation for any organization (Al Saed & Abu Baker)

Whelan (2011) define Innovation as a set of new ideas that may be embodied in goods or services or a method of production and conversion of inputs into outputs. He also indicated that Innovation is the previous step for innovation, where innovations are based on creative ideas. Innovation is an effective generation by the individuals of useful methods and ways for the completion of the tasks assigned to them, and the generation of useful methods and ways in the completion of the business so that creative thinking results in creative decisions that carry unconventional solutions to problems. Harim (2009) added to the definition of Innovation that it is a mental product of the individual, which is characterized by solving the situations and states that he encounters while working creatively and flexibly. From the point

of view of (Al-Zoubi and Al-Maanasa, 2018), it is a mental process that leads the mind to unusual solutions, forms, and technical concepts characterized by modernity and uniqueness (Josh, 2016).

While Robbins & Coulter (2012) indicate that Innovation is not only the ability to generate new ideas but goes beyond that to the ability to combine ideas in an exceptional way or forge connections between ideas. It includes unique ways of working or new solutions to problems. They affirm that Innovation itself is not enough. Rather, creative human resources must be able to transform the results of the creative process into useful products or methods of work, which is what is known as innovation. As for the new British encyclopedia, Innovation is defined as: “the ability to find something new, such as a solution to a problem, a new tool, an artistic effect, or a new method.” Thus, it can be said that Innovation has an important characteristic, which is the property of exclusivity and distinction, i.e.: exclusivity with creative ideas for the organization's ability to produce unique products (Al Deaja & Al Saed.)

## RESEARCH MODEL AND HYPOTHESES

### The Model and Variables of the Study:

To achieve the purpose of the study and to reach its specific objectives in determining the impact of independent variables on the dependent variable, the researcher developed a model for the study. The following figure shows the study model and its dimensions.

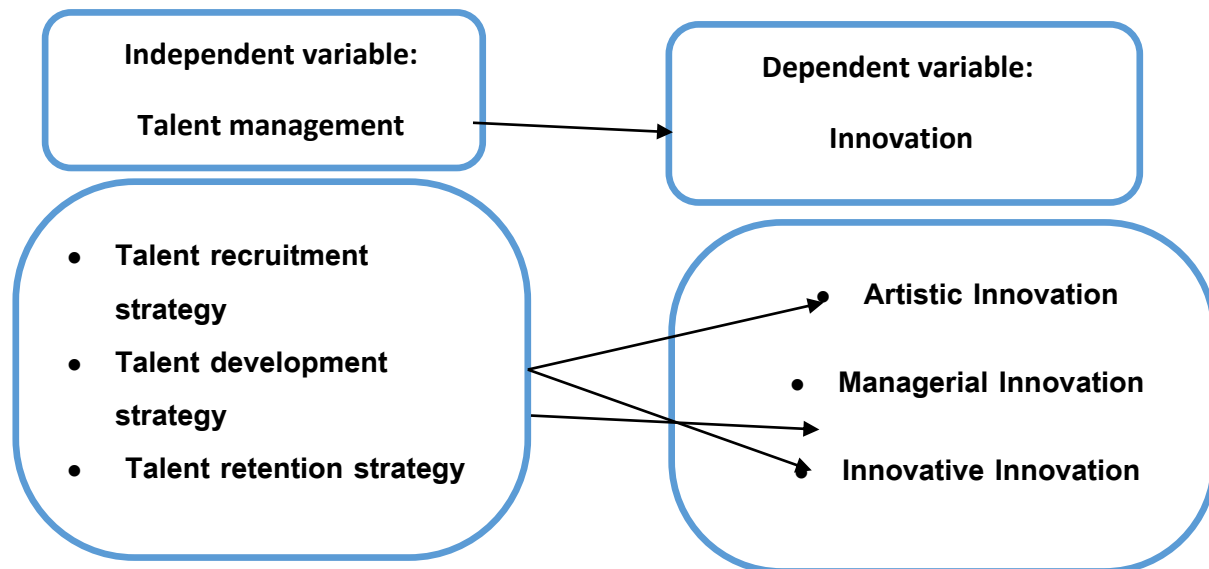


Figure (1) Model and Study Variables

**Source:** the researchers, 2020, based on relevant references and studies adopted (Jehangir, & Khan, 2018; Khan and Heimer, 2019; and Qasim and Jadid, 2017).

**Based on the study problem and its questions, the following hypotheses were formulated:**

### **1-1- Hypotheses of the Study:**

Based on the problem of the study, its questions, and to achieve the objectives of the study, the following hypotheses were formulated:

**The main hypothesis HO:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent management strategies (talent recruitment strategy, talent development strategy, talent retention strategy) on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

The following sub-hypotheses are derived from the main hypothesis:

**HO1-1:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of recruiting talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

**HO1-2:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of developing talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

**HO1-3:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of the strategy of retaining talent on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

### **RESEARCH METHODOLOGY**

The study aimed to know the impact at the level of significance ( $\alpha \leq 0.05$ ) of recruiting talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (orange, Zain) Telecommunications at Jordan, and the study relied on the approach Analytical descriptive, as the study was applied in (orange, Zain) Telecommunications at Jordan on a sample of its members, which included (executive director, director, heads of departments, and managers of administrative divisions), which numbered (278) individuals, and the questionnaire was used as a main tool for data collection, where the researcher distributed (278), a questionnaire on the researched sample, and (204) were retrieved, a questionnaire valid for statistical analysis, with a percentage of (73 %) of the total distributed questionnaires.

### **ANALYSIS AND RESULTS**

#### **Validity and Reliability of the Measurement Items**

To test the clarity of the questionnaire and ensure consistency between the elements and variables, a comprehensive review was thoroughly conducted by academic arbitrators from Ajloun National University and arbitrators from Jordanian universities in various disciplines in business administration. The questionnaire was submitted to (10) arbitrators, including (4) faculty members at Amman Arab University

and (6) teachers from Iraqi universities, where suggestions were taken into account from the researcher. For (Sekaran & Bougie, 2016), reliability should be (0.60) or higher to indicate sufficient convergence or internal consistency.

Table (1) Stability Coefficient Kronbach Alpha for the study instrument		
Variables	Cronbach's alpha	
<b>Independent Variable: Talent Management Strategies</b>		
1	Talent recruitment strategy	<b>0.784</b>
2	Talent development strategy	<b>0.863</b>
3	Talent retention strategy	<b>0.903</b>
<b>Strategic Foresight</b>		<b>0.873</b>
<b>Dependent variable: Innovation</b>		
1	Artistic Innovation	0.880
2	Management Innovation	0.926
3	Creative Innovation	0.930
<b>Organizational performance</b>		<b>0.912</b>
<b>The questionnaire in general</b>		<b>0.893</b>

The values of Cronbach's alpha, which ranged between (0.784-0.930), for the study variables and dimensions, which are greater than (0.70), and this indicates that the variables and dimensions have appropriate internal consistency, while the internal consistency coefficient of Cronbach's alpha for the scale in total was (0.893), It enjoyed a high evaluation, and these results indicate that the study scale (resolution), enjoyed a good level of stability, and this is evidence of the extent of its internal consistency in addition to the stability of its paragraphs. As for honesty, it is the degree to which the scale measures the purpose for which it was designed or for which it was developed the results in Table (7) indicate that they ranged between (0.784-0.930), which is a good percentage.

Variation and variance amplification factor test

Table (2) Variation and variance amplification factor test		
Variables	VIF	Tolerance
Talent recruitment strategy	2.392	.418
Talent development strategy	1.573	.636
Talent retention strategy	1.871	.534

The variance inflation factor (VIF) test, for all variables, is less than (10), and ranges between (2.392-1.573), and the Tolerance test, ranged between (0.636- 0.418), and this is an indication of a correlation Among the independent variables (Multicollinearity), and it was also confirmed that the data follow a normal distribution by calculating the Skewness coefficient, where the values were more than the value (0), means more than (1).

## TESTING HYPOTHESES

**The Main Hypothesis:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent management strategies (talent recruitment strategy, talent development strategy, talent retention strategy) on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

Table (3) Summary of the results of the simple linear regression variance analysis of the main hypothesis

Types of Innovation	Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
		1	.311	.097	.069

Table (3) shows that the correlation coefficient, which expresses the strength of the relationship between the independent variable and the dependent variable, which was (31%), and the value of the coefficient of determination (R<sup>2</sup>) (9.7%), which means that (9.7%) of the total variance of the dependent variable is explained by the removal of the independent variable, and the remaining 90.3% is explained by other factors not studied by the researcher.

Table (4) Regression Variance Analysis of the Main Hypothesis ANOVA

Types of Innovation	Model 1	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2.150	3	.717	68.466	0.000*
	Residual	20.050	199	.205		
	Total	22.200	202			

Table (4) shows regression variance analysis of the impact of talent management strategies on Innovation, where , calculated F (68.466), at a significance level of (0.000), and the decision rule states that the model is appropriate if the value of the level of significance (sig), was less than (0.05), and thus the null hypothesis was rejected and the alternative hypothesis was accepted, which is that There is a statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent management strategies (talent recruitment strategy, talent development strategy, talent retention strategy) on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan

Table (5) the result of the regression analysis (Coefficients) of the main hypothesis

Types of Innovation	Dimensions	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta.		
		(Constant)	3.209	0.669		4.796



	<b>Talent recruitment strategy</b>	.177	.084	.187	2.034	.045
	<b>Talent development strategy</b>	.399	.081	.402	4.198	.000
	<b>Talent Retention strategy</b>	.129	.072	.129	1.793	.076

The values of the moral significance amounted to (0.045, 0.000, 0.76), sequentially, as the results showed that (talent recruitment strategy, talent development strategy, talent retention strategy), had a significant impact on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan meanwhile (talent retention strategy), had no significant impact on among employees (Orange, Zain) Telecommunications at Jordan, and this indicates the existence of a problem in talent retention strategy among employees (Orange, Zain) Telecommunications at Jordan. The table shows that the most influential dimensions in innovation at (Orange, Zain) Telecommunications at Jordan were the dimension (talent development strategy), and the value of Beta was (0.402), followed by the dimension (talent recruitment strategy where the value of Beta was (0.187).

**Testing the Sub-Hypothesis H01.1:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of recruiting talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan

Table (6) Summary of the results of the simple linear regression variance analysis of the first sup hypothesis

Types of Innovation	Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
	1	.246	.061	.032	.47550

Table (6) shows that the correlation coefficient, which reflects the strength of the relationship between the Independent Variable Index, talent recruitment, and the dependent variable, was 24%, and the value of the Identification Coefficient<sup>(R<sup>2</sup>)</sup> was (6.1%), which means that the relationship is weak.

Table (7) Regression Variance Analysis of the first sup hypothesis ANOVA

Types of Innovation	Model 1	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1.430	3	0.477	2.109	0.004
	Residual	22.158	199	0.226		
	Total	23.588	202			

Table (7) shows regression variance analysis of the impact of talent recruiting strategy on Innovation, where, calculated F (2.109), at a significance level of (0.004), and the decision rule states that the model is appropriate if the value of the level of significance (sig), was less than (0.05), the change in talent recruitment strategy has statistically significant impact on the types of Innovation. According to the decision base of the study, which indicates that if the level of significance reaches equal to or less than 0.05, it can be inferred that the alternative hypothesis is accepted, and the null hypothesis is rejected. Which mean that there is statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of recruiting talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among (Orange, Zain) Telecommunications at Jordan?

Table (8) the result of the regression analysis (Coefficients) of the first sup hypothesis

Types of Innovation	Dimensions	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta.		
	(Constant)	3.209	0.669		4.796	0.000
<b>Talent recruitment strategy</b>	<b>.144</b>	<b>0.117</b>	<b>.146</b>	<b>1.228</b>	<b>0.022</b>	

Table (8) Shows the moral significance was less than 0.05. Thus, the variable of the talent recruitment strategy has a positive impact on enchasing the types of Innovation. In addition, the table shows that the talent recruitment strategy change has an impact on the types of Innovation combined, as the B value of this variable equals 0.144 as each one-unit increase of the talent planning strategy change caused an increase of 0.144 units in the types of Innovation +3. 209..

So the prediction equation is as follows:  $Y = 3.209 + 0.144 X_3$

Where:  $X_3$ = Talent Recruiting Strategy

**The second sub-hypothesis H01.2:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of developing talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

Table (9) Summary of the results of the simple linear regression variance analysis of the second sub hypothesis

Types of Innovation	Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
	1		.455	.207	.174

Table (9) shows that the correlation coefficient, which reflects the strength of the relationship between the independent and dependent variable index is 45.5 percent, which is average. The value of the selection factor (R<sup>2</sup>) (20.7%), which means that (20.7%) of the total variance of the dependent variable of the types of Innovation is explained by the independent variable index, and the remaining 79.3 is explained by other factors not studied by the researcher.

Table (10) Regression Variance Analysis of the second sub hypothesis ANOVA

Types of Innovation	Model 1	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	7.096	4	1.774	6.321	0.000*
	Residual	27.222	198	0.281		
	Total	34.318	202			

The Table (10) shows regression variance analysis of the impact of talent developing strategy on Innovation, where, calculated F (6.321), at a significance level of (0.000), and the decision rule states that the model is appropriate if the value of the level of significance (sig), was less than (0.05), and the change in talent management strategy has a statistically significant impact on the types of Innovation. According to the studies decision base, if the level of significance is equal to or less than 0.05, so the alternative hypothesis was accepted and the null hypothesis was rejected. This means that: There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of developing talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan.

Table (11) the result of the regression analysis (Coefficients) of the second sub hypothesis

Types of Innovation	Dimensions	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta.		
	(Constant)	3.053	.245		12.488	0.000*
<b>Talent Development Strategy</b>		.207	.092	.288	2.263	0.026*

Table (11) Shows the moral significance was less than 0.05. Thus, the variable of the talent development strategy has a positive impact on developing the types of Innovation. In addition, the table shows that the talent development strategy change has an impact on the types of Innovation combined, as the B value

of this variable equals 0.207 as each one-unit increase of the talent planning strategy change caused an increase of 0.207 units in the types of Innovation +3.053.

So the prediction equation is as follows:  $Y = 3.053 + 0.207 X_3$

Where:  $X_3$ = Talent Development Strategy

**The third sub-hypothesis HO3-3:** There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of the strategy of retaining talent on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan

Table (12) Summary of the results of the simple linear regression variance analysis of the third sup hypothesis

Types of Innovation	Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
	1	.455	.207	.174	.52976

Table (12) shows that the correlation coefficient, which reflects the strength of the relationship between the independent and dependent variable index is 45.5 percent, which is average. The value of the selection factor (R<sup>2</sup>) (20.7%), which means that (20.7%) of the total variance of the objective dependent variable of the types of Innovation are explained by the dimensions of the independent variable, and the remaining 79.3 is explained by other factors not studied by the researcher. Table (4-31) shows the analysis of the regression variance of the fifth sub-hypothesis, through which the overall interpretive power of the talent retention strategy variable can be defined.

Table (13) Regression Variance Analysis of the third sup hypothesis ANOVA

Types of Innovation	Model 1	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	7.096	4	1.774	6.321	0.000*
	Residual	27.222	198	0.281		
	Total	34.318	202			

The table (13) shows regression variance analysis of the impact of talent retaining strategies on Innovation, where calculated F (6.321), at a significance level of (0.000), and the decision rule states that the model is appropriate if the value of the level of significance (sig), was less than (0.05),, which indicates that the change in talent retention strategy has a statistically significant impact on the types of Innovation. According to the studies decision base, if the level of significance is equal to or less than 0.05, this can be used to accept the alternative hypothesis and reject the null hypothesis. Otherwise, the null hypothesis is accepted, and therefore the conclusion is to accept the alternative hypothesis. That is: there is a statistically significant impact at ( $\alpha = 0.05$  levels) for variables of the talent retention strategy on Innovation.

Table (14) the result of the regression analysis (Coefficients) of the third sup hypothesis

Types of Innovatio	Dimensions	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta.		
	(Constant)	3.053	.245		<b>12.488</b>	<b>0.000*</b>
	<b>Talent retention strategy</b>	-.044	.083	.066	<b>-0.530</b>	<b>0.597</b>

Table (14) Shows that its moral significance was less than 0.05. Therefore, the change in the talent retention strategy has a positive impact on the types of Innovation. In addition, the table shows the values of B that represent the strength of the influence of the variable talent retention strategy on the dependent variable as the table shows if the talent retention strategy does not change the power of influence on the types of Innovation where the B value of this variable is equal to 0.044 - as each increase by one unit for the talent planning strategy variable caused an increase of 0.044- unit in the types of Innovation +3.053.

So, the prediction equation is as follows:  $Y = 3.053 + 0.044 X_3$

Where:  $X_3 =$  Talent Retention Strategy

### CONCLUSIONS AND RECOMMENDATIONS

The results of the main hypothesis test indicated that there is a statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent management strategies (talent recruitment strategy, talent development strategy, talent retention strategy) on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan In the same context, the findings of the test indicated that there is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of retention talent strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange, Zain) Telecommunications at Jordan ,while the second and the third sup hypothesis test indicate that There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of developing talent strategy& talent retention strategy on enhancing Innovation (artistic Innovation, management Innovation, creative Innovation) among employees (Orange ,Zain) Telecommunications at Jordan.

Regarding to research recommendations the researchers recommend the need to increase the attention of the research company to the need to develop incentives, programs, and strategies capable of attracting unique talents in order to support its strategic decisions and enhance its competitive position. Paying attention to talent management and make it part of its culture, because of its effective importance in raising the ability of workers to support its strategic decisions, The need to draw the attention of the company's management towards the development of a clear and specific standard and measure which is used to identify talented people and that does not leave this issue to relationships and personal judgment rising awareness among the management of the company about the importance of talent management as the primary driver and strategic partner, in order to play an important role in improving the performance of the company. This is done by investing human resources in the best way, as well as

developing and preparing them. The need to empower talent managers by participating in the preparation of strategic plans for the company, adopting appropriate development programs, and focusing on the need to pay attention to the process of recruiting, hiring and training specialized management leaders by establishing accurate and clear criteria for the recruitment process to identify talented individuals. Lastly, conducting more studies in the future on study variables in different environment

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