

# The Impact of Electronic Human Resource Management Practices on Talent Management in Private Jordanian Universities: The Mediating Role of Top Management Support

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## Abstract

This study aims at exploring the mediating influence of Top Management Support on EHRM, and Talent Management in Jordanian private universities. This study also employed questionnaires to gather data from the employees of the private universities. Partial Least Square Reflective Structural Equation Model was used to determine whether a relationship exists between the mediator, independent, and dependent variables. From the 500 questionnaires administered, 450 valid for the analysis. The results revealed that EHRM and Talent Management have a significant positive relationship. In addition, EHRM and Top Management support have a significant positive effect. This study's findings revealed that Top Management Support significantly increase the Talent Management of a private universities in Jordan. Besides, the result indicated that Top Management Support has partial mediation influence on the EHRM, and Talent Management in Jordanian private universities. Therefore, this study indicated that the management of these universities must effectively plan and execute talent management programmers in order to enhance the performance of private universities (with great focus on talent attraction techniques, talent development techniques, talent selection techniques and talent retention techniques) that are precisely targeted to the exact needs of private universities. The study contributes to the literature by addressing the empirical gaps indicated by several prior empirical studies and then provides a theoretical framework for the relationship between EHRM, support for top management and talent management in the Jordanian context of private institutions in the higher education sector.

**Keywords:** EHRM; PLS-SEM; Top Management Support; Talent Management.

## 1.0 Introduction

With the use of electronic human resource management (e-HRM) systems, human resources (HR) departments in government agencies in developed countries have increased their efficiency over the last few years. Conversely, e-HRM research and its implementation is still at an early stage in developing countries (e.g. Jordan, India, Nepal, and Pakistan) (Bondarouket al., 2017). There are, however, several instances where government agencies have tried (partially) to incorporate e-HRM systems and have encountered several obstacles (Johnson et al., 2016). The challenges include the absence of trained workers with e-HRM systems (Simon & Esteves)

2016) and the shortage of advanced IT technology in private agencies (Jaradat, 2013). Though most e-HRM studies based on the developed region, in less developed countries such as Jordan, there are fewer studies (Bondarouk et al., 2017). IT growth has greatly affected companies to change their working practises, such as the HR climate and efficiency, through the implementation of new technologies in HR departments. It is important to remember, however, that as a result of many factors, the implementation of IT within an HR environment has not always been problem free. Yuan Cheng and Zou (2021) did a study to determine if "EHRM deployment enhances organizational performance or not, and if so, what aspects may promote its adoption." Following a meta-analysis of the significances, constraints, and contexts of EHRM deployment. They discovered a varying amount of a positive link between E-HRM and organizational performance across nations, but they discovered that technological, organizational, people, and societal variables were all favorable aspects in E-HRM deployment across all countries (Cheng & Zou, 2021).

In developing economies such as the UK, USA, China, France, and Austria, talent management (TAM) is among the highest priority areas (Krishnan, & Scullion, 2017). In 1997, McKinsey advanced the focal view of "battle for talent" and then promoted the success of several companies when handling the enormous assets of their teams. As a result, TM's term received much interest in both theoretical and realistic practises (McDonnell, et al., 2017) for its intrinsic pursuit of life-long learning due to the changes in lifelong work and career sections (Claus, 2019). TM affects the organizational efficiency of higher education institutions (Whysall, et al., 2019; Meyers, 2020), but in Ghana there are few studies, with the exception of few that relate TK to employee retention (Scullion, & Mullholland, 2020). In academic institutions, high-level leadership provides talented individuals with ample resources for functional planning systems, Mohammed, Hafeez-Baig, and Gururajan (2018) say. Leaders at private universities should also show strong support from management to direct the introduction of TM initiatives in order to facilitate positive performance. The most significant problem for profit and non-profit organizations has been success. Researchers believe and think about performance in various ways, but it remains a contentious topic. In terms of how they achieve their missions and objectives, non-profit organizations perceive their success. Performance relates to the degree of accomplishment of the workplace task that produces a job for an employee. Senior corporate leaders' strong participation in scouting, attracting, and retaining talents (Moser, Dawson & West, 2019) will inspire positive attitudes to work (Chukwusa, 2019) and evoke supportive corporate actions (Kusi, L, Opoku-Danso & Afum, 2020). For all types of organizations, leadership is a special force for success in a fast-paced, competitive world. In particular, information-oriented leadership encourages the acquisition of knowledge from external tools and rewards the sharing and implementation of knowledge that can boost cooperation and advancement in science and academia. There is a strong internal drive to bring current talent to the next level of leadership, not just within HR, but also within the entire organization. As a result, if it is viewed purely as an HR Endeavour that requires the cooperation of top management, talent management will suffer (Makram & Greasley, 2017). The solution lies within the framework of internal change, driving competition, and the achievement of the company against its plan and objectives (Kusi, L, Opoku-Danso & Afum, 2020). In academic institutions, high-level leadership provides talented individuals with ample resources for functional planning systems, Mohammed, Hafeez-Baig, and Gururajan (2018) say. Leaders at private universities should also show strong support from management to direct the introduction of TM initiatives in order to facilitate positive performance.

TM is one of the most discussed issues facing HRM theory academics and practitioners alike in recent years. TM was therefore described by (FakhrEldin, 2013; Alkerdawy, 2016) as:

"the process of ensuring that the company attracts, retains, motivates, and develops the talented workers it needs." Indeed, several HR practitioners around the world have stated that in a highly evolving and unpredictable environment, TM helps organizations to gain competitive advantage (Cascio & Boudreau, 2016). Organizations now have to cope effectively with the transformation in order to adapt, develop, and achieve their goals. For that reason, organizations have become concerned with finding and implementing a talent management strategy that matches the global market context (Agarwal 2016). TM is also of considerable significance in the area of human resources since a group of McKinsey consultants initiated the term 'fight for talent' in the 1990s (Pinar & Yener, 2016). On the one hand, the roots of war for talent arise because human talent is a renewable resource that is not easily copied or stolen by rivals (Iles, 1997). In the face of globalization, organizations are concerned with how to design the talent management strategy that fits the national context (Agarwal, 2016). Therefore, this study aims to explore the effects of EHRMA on supporting TM in the banking climate to cope with the evolving workforce. Facebook and Apple are currently offering their workers a new range of reproductive services by freezing the eggs of female employees in order to attract talented female employees and allow them to concentrate on their careers. Meanwhile, Ingram (2016) established a link between talent management and organizational performance, namely the capacity to resolve strategic inconsistencies in talent management dimensions. In a word, E-HRM improves the quality of HRM services by reforming procedures, job flow, performance management, and pay (T. Bondarouk, Harms, & Lepak, 2017). Because E-HRM is more than just "digitalization" of the HRM process, cutting-edge technology initiates the concept of "Self-Service," which is also favourably connected with employee engagement (Fujimoto, Ferdous, Sekiguchi, & Sugianto, 2016). According to Social Exchange theory, E-HRM practices impact employees' views since the E-HRM system is unbiased (Panos & Bellou, 2016). Even with limited funds, it is evident that selecting a software solution that handles staff succession and retention, as well as improving division and selection procedures, is critical to boosting the institution's individual performance. As a result, we discover that the Talent Management Suite is extensively utilized in numerous colleges, including Idaho University (Ellucian, 2018).

The strategy is distinguished by well-designed and consistent HR activities (Hosen, et al., 2018) aimed at ensuring greater productivity and results in the organization. The study therefore proposes the concept that, with the third view of the universality of talent in organizations, the introduction of an integrated TM system in public universities in Ghana is to facilitate the attraction, participation, growth and retention of talents (Hongal&Kinange, 2020). Al-Omouh, K. S. (2020) claimed that the degree of proactiveness of top management in adopting forward-thinking survival and sustainability strategies is a crucial driver for enhancing the role of Information Technology (IT) skills in attaining corporate entrepreneurship. This proactive trait is essential for firms to recognize and perceive IT-enabled opportunities and respond rapidly in unpredictable business settings. Current theories and studies suggest that both the project manager's leadership position and the encouragement of upper management are essential for a higher institution (Kanwal et al., 2017). While previous studies have identified that top management support is important in various educational sector (Ong and Bahar, 2019), the simultaneous position of manager and Top management support in institution (Maqbool and Sudong, 2018) has rarely been considered by scholars. Top management is responsible for the implementation of the plan, which must include explicit information and experience about the organization's prevailing circumstances. Senior management is accountable for the implementation of organizational strategies and has the requisite information and experience about the organization's current conditions. Given the above discussion, a theoretical model proposing the effect of EHMRM on talent management

with top management support as a mediating mechanism is introduced and empirically tested in the current study.

## 2.0 Literature Review

### 2.1 Talent Management

In this regard, scholarly literature has introduced numerous "talent" concepts, such as workers serving in key roles, high potential or employees with outstanding skills. A broad debate on the concept of TM includes this diversity in terms of talent. Gallardo-Gallardo, Thunnissen, & Scullion (2017) Corporate requirements are an unavoidable prerequisite for this academic interest in Talent Management, and as a result, the discipline of Talent Management (TM) has become a topic of interest for both practitioners and academicians. A common issue in TM research is that it has been conducted with the implicit assumption that talent is significant and would always lead to improvements in organizational and societal performance. The term "Right" Talent appears frequently in the literature, and despite its ubiquity, the term "Right" is undefined since each company will have a distinct context and criteria that will necessitate a different "Right" talent. Because of this underlying awareness, defining a definition of Talent lacks theoretical rigor (Ansar, N., & et al., 2017). Gandy et al. (2018) examined the many definitions of talent and distinguished between 'talent-as-object' and 'talent-as-subject.' For the former, talent is defined as contextually relevant measurements of ability, mastery of practice, and dedication. In higher education, for example, research is increasingly being evaluated using bibliometrics based on publications in peer-reviewed journals. This has resulted in a proliferation of performance metrics in higher education, such as the H-index and citation indexes, that may be used to determine who represents 'academic potential.' The second meaning, 'talent-as-subject,' focuses on people's talents and abilities, allowing for prospective staff division based on performance and/or capability rankings. According to the extensive literature on talent management in corporate organizations, this field falls under international human resources management and encompasses talent acquisition, development, and retention (Hedayati Mehdiabadi & Li, 2016). Furthermore, the changing nature of work and employment in the 21st century entails the growth of contingent and project-based work, often for only a short duration (Barley, Bechky & Milliken, 2017) . According to a prior research, talent attraction in Shanghai is mostly The metropolitan financial environment, cultural atmosphere, living environment, and talent policy all have a substantial influence on Shenzhen financial talents' attraction (Jun Liu et al., 2015). The industrial cluster setting has the potential to attract talent (Lee C Y, 2018) . Some studies study the development policy of scientific and technological innovation talents from the perspective of the development process of scientific and technological innovation talents using the content analysis approach. Liangcheng Li, Rongen F, and Bai Y (2018,2018,2019) According to a questionnaire survey on the introduction of abroad high-level talents by universities, some study suggests remedies and ideas for strengthening the market-oriented system and mechanism of introduction of overseas high-level talents in cities from six perspectives (Yue Let al., 2018). Four perspectives on talent introduction in universities are examined against the backdrop of "double first-rate" building, and "introduction, integration, utilization, and retention" are seen as the fundamental linkages in talent introduction in universities (Yonglin Liu al., 2018). Although talent introduction policies can attract talents to choose jobs, the implementation of policies in various regions has gradually exposed a series of problems, such as excessively utilitarian talent recruitment, irrational competition among local governments, and a lack of future planning, in this "talent competition war" (Wenquan Chen al., 2018). Concurrently, the convergence of local rules inhibits talent excitement and raises the danger of talent waste (Lei Li, 2018). In the next century, the retention and development of talented employees in the company will therefore be

a critical success factor, especially in the banking sector, which is characterized by intense competition. Therefore, most companies rely primarily on TM to produce competitive advantage for their consumers and add value. Talented employees are therefore the main asset for managing the dynamic environment of today and the future, especially in emerging economies (Beamond, et al., 2016).

In addition, Swailes& Blackburn (2016) refers to workers who have optimistic attitudes about their company related to talent pools. Indeed, by providing interesting and meaningful assignments, workers tend to enjoy organizations where they can constantly develop themselves and keep learning. Talent development is critical in today's volatile information economy because it helps a company achieve strategic business objectives, meets essential business requirements, and serves as the foundation for the implementation of a business plan (Ford, 2017; Hejase et al). Thus, talent development is critical to the long-term growth and profitability of higher education companies as an industry through implementing an organization's plan with highly qualified personnel (Bradley, 2016; Kamal, 2017; Mohammed, Baig and Gururajan et al., 2018). There are several advantages to talent management, including employee engagement, staff retention, higher productivity, an excellence culture, and much more (Kongsoontornkijkul et al., 2019). According to Kongsoontornkijkul et al. (2019), most organization's talent management systems have failed due to a lack of planning and implementation of management policies, processes, and programmers' that have a positive impact on the process of acquiring, developing, and retaining talents to sustain organizational competitive advantage. There has been relatively little empirical study to date on the existence and execution of TM strategies and their problems in organizational practice (Böhmer&Schinnenburg, 2016).

## **2.2 *Electronic Human Resource Management***

Human resource management (HRM) is the management of human resources or the focus on staff planning, plans, and policies to improve productivity at the individual and organizational levels (Agarwal, S., &Lenka, U. 2018). E-HRM refers to the use of web-based technology in businesses to automate and aid HRM-related activities such as e-recruitment, e-training, and e-selection, among others. HR managers use the organization's occasionally outsourced e-HRM application to help coordinate and organize all employee-related tasks. (Marler, J. H., and E. Parry, 2016) .Furthermore, It is used for transactional activities, recruitment, selection, training, compensation and performance management (Winarto, 2018). a plethora of e-HRM ideas (Johnson, Lukaszewski, and Stone, 2016). In general, e-HRM is an organizational approach that uses adaptive, integrated technology to assist align employee behaviors with strategic goals (Marler and Fisher, 2013; Marler, 2009; Panos& Bellou, 2016). The virtual, intranet, web-based technology, computer-based technology systems, and other human resource practices and portals are all examples of E-HRM (Al Shobaki et al, 2017) . Traditional HRM must be replaced with e-HRM in order to adequately manage an organization's human resources. According to Rees and Smith (2017), the usage of information technology in all aspects of running and managing a company has increased many times; essential business operations that were formerly performed manually have altered with the introduction of new technology. e-HRM has also grown to be more effective and efficient in the realm of human resource management. Even though e-HRM has been around for a while, there are still many misconceptions about it. This page includes a variety of data and numbers to assist readers better understand e-HRM (Al Mashrafi, 2018). The companies that have implemented e-HRM have been identified in a report by (Rees and Smith, 2017).

According to a new study, there is still much work to be done in Malaysia's e-

recruitment system to allow even the country's top enterprises to get the most out of it. Because big corporations have yet to make the best use of technology to attract workers over the Internet and the web, SMEs are struggling to benefit from the use of the e-recruitment system (Cavanagh et al., 2017).

According to Chapman et al. (2016), training and education are crucial to the performance of an organization's personnel and should be prioritized in human resource management. Employees must first finish a formal education program before they may enter the activity display. It is critical to continue studying as long as the movement exists. E-recruitment, often known as online recruiting, is the activity of leveraging technology, specifically web-based resources, to discover, attract, assess, interview, and hire job applicants (Islam MM, 2016). It is the process of finding employment candidates using electronic resources, primarily the Internet. Organizations and recruitment agencies have moved much of their recruiting process online in order to increase the speed and efficiency with which candidates may be matched with available positions. Employers may now replace open positions more quickly by utilizing internet databases, online job advertising boards, and search engines. Using an online e-recruitment system, hiring managers may possibly save time while also rating candidates (Okolie, U. C., & Irabor, I. E. (2017)

the most difficult task is hiring and retaining personnel, and the internet has proven to be a benefit to the recruitment process. E-recruitment is a new technological method for selecting one of a company's most important resources, namely its people resources. Using the internet, this technical breakthrough enhances the process of hiring knowledge sources. It enables businesses to save money, update job offers and status at any time, decrease the recruitment cycle time, find and pick the highest knowledge potential from a larger pool of candidates, and boost the company's image and profile (Anand & Chitra, 2016). District Human Resources shall coordinate all recruitment and selection processes for classified and management recruitments in the District, and shall collaborate with a college's faculty recruitment committee to assist it in advertising, developing and approving selection tools/methodologies/rubrics, and determining adverse impact issues and mitigation efforts (Holm & Haahr, 2018).

According to Ellis and Kuznia (2014) and Ramayah (2012), e-training is the most advanced method of teaching and learning (channel) for career professionals through information technology tools because it has the advantage of reaching more participants, requiring less effective training time, training mobility, and the potential for anyone to participate globally (as it uses the internet facilities). Employee training and development may strengthen adaptive abilities and problem-solving to cope with stress and promote employee resilience via a sense of belonging and support (Khan et al., 2019). Feedback from several raters. E-performance management systems provide for the tracking and comparison of group- and unit-level performance analytics against criteria such as tardiness, attendance, complaints, satisfaction, and turnover. Unit-level data may be utilized to identify HR issues, reveal potential rating mistakes, and recognize excellent performance. The use of HR analytics simplifies the collection, documentation, and retrieval of a wide range of performance data from diverse sources, providing managers with the knowledge they need to monitor and handle employee performance concerns in terms of both behavior and results (Sharma & Sharma, 2017). Noorul Muqaddam and Md. Sajjad Hossain did research on "E-HRM Practices and Operational Efficiency" in 2021. In this study, the independent variables were E-Compensation and E-Performance Appraisal, while the dependent variable was Operational Efficiency. They discovered a favorable and substantial influence of E-Compensation and E-Performance

Appraisal in operational performance after using the convenience sample approach using survey questionnaires and interviews (Muqaddim & Hosain, 2021). Furthermore, the findings demonstrated that the most effective E-HRM practices for forecasting changes in organizational effectiveness were: E-performance assessment and E-compensation. This outcome might be attributed to the Egyptian work culture, which is concerned with salary and perks (Imran al., 2021)..

### **2.3 Top Management Support**

Top management is defined in this study as a single individual or a group of workers who have the capacity to motivate corporate employees to achieve the firm's goals and vision. TMS is regarded as an essential aspect in assessing the performance of IT adoption, implementation, and advancement. Although its importance to the success and deployment of ERP (enterprise resource planning) has been acknowledged, (Chaushi, and Dika., 2016), studies have also underscored that TMS is equally important for the effective sharing of information using the latest IT technologies (Lee et al., 2016). Not only is top management support essential for the distribution of resources required, but it gives workers a clear signal that the improvements made are meaningful. In addition, as the boundary conditions under which the impact of humble leadership on project performance differs, we recommend top management support. If the top management of the company supports him / her, a project manager with modesty, such as leadership consistency, will not accomplish the good achievement of a project. Current theories and studies suggest that both the project manager's leadership position and the encouragement of upper management are essential for a higher institution (Kanwal et al., 2017). It was contended that TMS plays a key role in the development of SC resilience through its adequate support for the efficient and effective sharing of information through updated IT technologies. Even though SC resilience aims for preservation of SC operations to preceding or stronger nation of productivity, SC companies have to start sharing real-time information sharing throughout different stages of main means of communication via resilience, which include preparedness, reaction, retrieval and expansion (Hohenstein et al., 2015). For example, companies in a SC need to know the degree to which other companies are prepared and will be able to respond to disturbances. Major turning SC businesses often need to know whether their main partners during a disturbance and allied information will be able to recover their operations. All such stages of disruption management resilience include the active help of the IT infrastructure. In order to improve employee productivity, such conditions often involve the active support and encouragement of the respective company-level management. The study therefore argues that TMS will contribute positively to SC resilience by improving morale both within and among companies and also by helping to share knowledge through improved IT technology. The top management support team, as leaders in the organization, provides guidelines for decision-making within organizations including what to do and what not to do, which people must be appointed Retain, and what principles should be implemented (Kim, & Park, 2018).

### **2.4 Development of Hypothesis**

### **2.5 Talent Management and EHRM**

E-HRM (Electronic Human Resource Management) advocates argue that information systems will increase the ability to more effectively select, retain and manage talent by providing dynamic, real-time data, metrics and analytics (Lawler, &Boudreau, 2004; Williams, 2009; Wiblen,2016). Some promote the assumption that talent management should take advantage of technological capabilities that sustain and allow human resource management practices within and across organizational borders. However, we know little about how

organizations use the capabilities embedded in eHRM information technology while undertaking talent management and more specifically the identification of talents (Wiblen, 2016). Talent management has been characterized as operations carried out to identify roles that contribute to the development of a talent pool, a distinguished human resource architecture, and the organization's long-term competitive advantage (Collings, 2014). Many talent management elements have been identified, including succession planning, talent acquisition, talent retention, and talent training and development (Najm & Manasrah, 2017). According to Laumer et al. (2010), there are four major aspects of talent management: talent attraction, talent recruitment, talent development, and talent retention. These topics cover both external and internal skills (job seekers) (current employees). Previous research on the influence of e-HRM on talent management is very lacking. However, several studies have found that e-HRM has a major impact on talent management (Alkerdawy, 2016). According to Al-Alwan et al. (2022), e-HRM improves organizational performance and talent management by boosting employees' capacity to do various work duties, acquire new skills, and adopt new behaviors. According to Obeidat (2016), the significance of e-HRM may be recognized by its role in boosting HRM effectiveness. While several scientists have increasingly researched e-HRM, most of these studies have been concerned with the general influence of e-HRM on organizational effectiveness, but there is no research that tries to analyze the impact of e-HRM on TM in particular. Many of the past studies, on the other hand, have been performed in the United States and Europe, although there are a few studies conducted in underdeveloped countries that vary in their economic and technical environments. Therefore, this study in Jordan closes the gap in this region. This study therefore expects e-HRM to help TM by promoting the role of private universities in attracting and retaining talent to satisfy intensive competition in the education sector. The first hypothesis therefore applies to:

***H1: There is a significant effect of EHRM on Talent Management  
EHRM and Top Management Support***

feedback from several raters E-performance management systems provide for the tracking and comparison of group- and unit-level performance analytics against criteria such as tardiness, attendance, complaints, satisfaction, and turnover. Unit-level data may be utilized to identify HR issues, reveal potential rating mistakes, and recognize excellent performance. The use of HR analytics simplifies the collection, documentation, and retrieval of a wide range of performance data from diverse sources, providing managers with the knowledge they need to monitor and handle employee performance concerns in terms of both behavior and results (Sharma & Sharma, 2017). In addition, the introduction of e-HRM in the organization of the government sector in Bangladesh would simply promote and enhance the efficiency of the organization by improving managers in Bangladesh's human resource management (Rimi et al., 2017). The use of e-HRM in Bangladesh is therefore considered to be adequate compared to other Asian countries, i.e. (Samaduzzaman & Zaman, 2012). Based on a study conducted by Bhuiyan (2013), most government organizations in Bangladesh that introduce e-HRM systems to assess their HR functions and use the system were considered to be high or moderate. The introduction of e-HRM helps the company to hire and choose appropriate and skilled people for the job, reflecting the organizational success and offering more training to this competent workforce, which will increase their expertise and increase the degree of dedication of these employees to the organization (according to the findings of the latter research). The use of e-HRM systems in government agencies has varied from organization to organization depending on their needs, meaning that the design of e-HRM systems has been customized to suit the organization's requirements. The second hypothesis consequently applies to:



## ***H2: There is a significant effect of EHRM on Top Management Support Top Management Support and Talent Management***

Although several different individual approaches are applied to the execution of TM programmers (Yener, et al., 2017), this study offers an integrated approach to HR management that focuses on shaping and building a sustainable competitive advantage (Jayaraman, et al., 2018). This technique is close to Boxal and Purcell's (1995) approach. The strategy is distinguished by well-designed and consistent HR activities (Hosen, et al., 2018) aimed at ensuring greater productivity and results in the organization. The study therefore proposes the concept that, with the third view of the universality of talent in organizations, the introduction of an integrated TM system in public universities in Ghana is to facilitate the attraction, participation, growth and retention of talents (Hongal&Kinange, 2020). Thus, the TM method involving unique integrated system-wide HR activities involves talent attraction or recruitment (Petkovic, et al., 2013), talent engagement or use or deployment (Jauhari, et al., 2013), talent development (Santhoshkumar& Rajasekar, 2012) and preservation of talent (Petkovic, 2012). It must be stressed that multidimensional HR methods and techniques are used in each component of the TM method (Yener, Gurbuz&Acar, 2017). These strategies have developed as evolving markets show that prevailing "one size fits all" HR practices are no longer successful, hence the need for organizations to develop individual strategies for their core and critical segments that are closely associated with and endorse business strategies (Hongal&Kinange, 2020). The third hypothesis therefore applies to:

## ***H3: There is a significant effect of Top Management Support on Talent Management***

### ***2.4.3 Mediating Effect of Top Management Support on EHRM and Talent Management***

Oluwadurotimi and Abosede (2019) examined the impact of TM on the performance of employees among certain selected banks in Undo State, Nigeria. Wema Bank, Zenith Bank, Skye Bank, and First Bank Plc were among the targeted banks. There were 406 talented workers from the banks in the total population. 201 respondents were chosen by the use of the proportional stratified sampling methodology to participate in the sample. The primary exercise in data collection was performed by administering standardized questionnaires to the respondents. The results showed that TM substantially predicted a positive variance in the satisfaction of employees. Community, the relationship between top management and workers, compensation and promotion were among the variables that affected the implementation of TM practice. Elsewhere in Australia, the influence of TM on knowledge development was examined by Mohammed, et al., (2019). The study targeted Austrian higher education and surveyed both private and public universities' technical and academic staff who were actively employed. With the administration of standardized questionnaires, primary data has been obtained.

There were three components of TM, including talent retention, talent growth, and attraction of talent. Outsourcing, combining, and internalization of socialization were the sub-constructions for generating information. A regression analysis evaluated the hypotheses. The results show that the attraction of talent was a important positive predictor for the development of information among universities. Again, talent growth has also been an important positive indicator of the development of expertise. It was similarly concluded that the attraction of talent induced a major positive variance in the performance of Austrian universities.

Sivathanu and Pillai (2019) conducted a study that sought to explore the effect of talent management through the application of technology and analytics on organizational performance. The research surveyed HR executives. Experts in talent management and technology applications are these administrators. The calculated TM portion included talent

growth, talent acquisition, and retention of talent. The research was driven by the grounded theory, which allowed the researchers to explore the research subject from multiple points of view and to discover the significance of the underlying beliefs and behavior. The primary processing of data was carried out through the Nvivo 8.0 program me through a two-stage coding. One hundred and twenty-two interviews were performed afterward. The research found that the use of technology in talent management leads to the analytics of talent and strategic HR management. In developing a high-performing talent pool, talent analytics and strategic HR management contribute to progress, which then leads to improvement in organizational efficiency. A report by Anlesinya, et al., (2019) aimed to explore "TM research in Africa: towards the multilevel model and research agenda." As the main approach of the study, the researchers carried out a systematic approach to literature review. Between 2008 and May 2019, data search was conducted on empirical studies in six databases, including Emerald Insight, Taylor and Francis Online, Wiley & Son Online Library, Sage, Science Direct, and Google Scholar.

The research followed the hunt for keywords on the basis of the suggestion by Gallardo Gallardo and Thunnissen (2016). In the systematic literature review, only papers published in international peer-reviewed journals, written in English, have authorship available (Gallardo Gallardo & Thunnissen, 2016), and full-text papers available (Knipschild, 1995). While 69 papers were retrieved, 41 for further review were retained. The findings proved that TM was very poor in Africa. South Africa was the source of more than half of the published articles. From Ghana, just four came. 43.90% of the studies concentrated on individual-level problems, 39.02% on analysis at the organizational level, 12.20% on macro-level analysis, and 4.88% on multilevel analysis. In terms of analytical research, the quantitative method (76.32% as against conceptual papers) tops (18.42%). Due to the lower concentration of qualitative research, most of the papers were dominated by positivist theory.

TM's company-level outcome suggested that TM has the ability to recruit the best talent, strategically reposition companies in the setting, reduce waste, and enhance the efficiency of company-level quality. Again, restricted leadership thought for TM, lack of skilled talent officers, unsupportive cultural influences, the question of ill-prepared graduates and immigration of talented young Africans were included in the challenges associated with TM in Africa. The effect of TM strategies on the output of Jordanian Commercial Banks was examined by Rawashdeh (2018). Talent attraction activities, talent growth activities, and talent retention practises were components of TM practises assessed. To gather the primary data, standardized questionnaires were used. Via the random sampling process, one hundred and one respondents (line managers and HR managers) were chosen and surveyed. The multiple regression analysis showed that a statistically significant considerable variability in OP, talent development and talent retention was accounted for by TM as significant positive bank success

predictors. In another Kenya, by surveying 279 management employees of three telecommunications companies in Kenya, Rukunga and Nzulwa (2018) conducted an empirical study that examined the role of TM strategies in OP. The study assessed TM dimensions, comprising talent attraction approach, talent retention strategy, learning and development strategy, and career management strategy, while calculating TM. Semi-structured questionnaires to collect the primary data were self-administered. The regression results showed that a statistically significant positive variance in OP was accounted for by TM. For talent attraction strategy, talent retention strategy, learning and growth strategy, and career advancement strategy, all of TM's sub-constructs were important positive predictors of OP. An

empirical study was conducted by Maurya and Agarwal (2018) that sought to assess the influence of organizational TM on perceived employer branding. Public sector mining workers in India were included in the study population. For the collection of the primary data, the research used a standardized questionnaire. Some of the questionnaires were sent to the respondents electronically, while some of the questionnaires were sent via the postal system to the respondents as well. In different divisions, such as HR, Mining, Electrical, Mechanical, and Finance, the study included HR executives. Three hundred and fifteen respondents were contacted and questionnaires were written, but only 232 respondents submitted questionnaires. For the assessment of the opinions of respondents about the things in the sub-scales, a 5-point Likert scale (1- strongly disagree; 5-strongly agree) was used.

To measure TM, the study adopted the 43-item scale developed by Oehley (2007). From Berthon, Ewing, and Hah (2005), employer branding was adapted. To evaluate the study's hypotheses, the study used the Pearson-product moment correlation and standard multiple regression. Organizational TM and employer branding had a statistically important yet positive correlation. The regression results showed that the most parsimonious set of predictors that were most successful in predicting employer branding included incentives and remunerations equally among the eight dimensions of organizational TM, handles work-life balance (regression weight 0.404) and attracts and hires talent (regression weight 0.349). The influence of information-oriented leadership and knowledge management innovation on organizational success in higher education was explored by Rehman and Iqbal (2020). The study targeted Pakistan's 21 public and private sector universities. Faculty representatives, such as professors, associate professors, assistant professors, and lecturers, were the goal respondents. To pick 422 and surveyed via questionnaire administration, convenience sampling was used. The study reported a response rate of 79.15 percent. The study shows that knowledge-oriented leadership significantly predicts organizational performance enhancement. Collectively, information-oriented leadership and knowledge management systems accounted for 89 percent of higher education innovation variation.

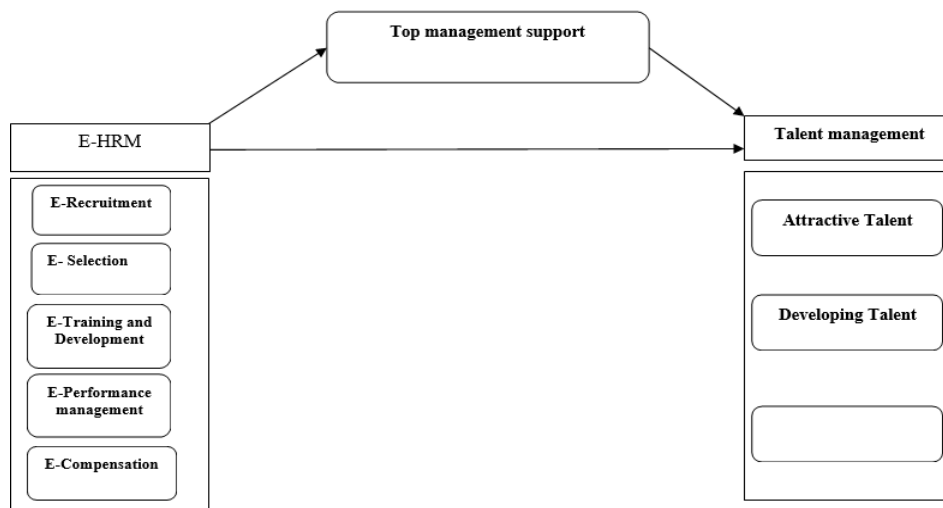
Elsewhere in Thailand, Sattayaraksa and Boon-itt (2018) explored the role of transformative ECO management and organizational variables in the success of product innovation. 269 CEOs of manufacturing companies were surveyed by means of a mail survey via a quantitative analysis. To evaluate the formulated hypotheses, a two-step modeling structural equation was configured. The findings suggest that CEO transformational leadership indirectly impacts the success of product innovation through a culture of innovation, organizational learning, and the process of new product creation (NPD). Transformational leadership from the CEO has a powerful influence on the philosophy of creativity and organizational learning. Organizational learning has been closely linked to the NPD process, which contributes significantly to the success of product innovation. Riquelme, Rios and Gadallah, (2019) also explored the influence of servant leadership on the serving-driven capabilities of an organization in a Kuwaiti bank environment. As the principal design of the study, a cross-sectional survey was

adopted. For the collection of the primary data, standardized questionnaires were provided to managers and employees of the targeted businesses. The analysis utilized the programmer LISREL 8.8 to evaluate the primary data. The study shows that servant leadership has a substantial positive impact on the educational sector's service-driven potential. Similarly, servant-leadership predicts a dramatically positive variance in the identity of workers and customer service conduct. In their empirical research, Hendriks, Burger, Rijsenbilt, Pleeging, and Commandeur (2020) have found that virtuous leadership has a major effect on the

dimensions of employee well-being such as work-related well-being, impact on job satisfaction, and work engagement, eventually contributing to improved organizational efficiency. The overarching impulse of the analysis is that active leadership support must be pursued for organizations to succeed in their policy execution, such as talent management. The study hypothesizes that, based on the above assertions:

***H3 There is a significant mediating effect of Top Management Support on EHRM and Talent Management***

Hence, the research structure as depicted in Figure 1 illustrates the relationships between the variables in this analysis. In the context, a relationship is suggested between the approach adopted by a company to handle their human capital efficiently and how talent management could be maintained. In this study, the approach adopted by an organization for its Top Management Support to mediate the relationship between EHRM practises determines how the organization can retain talent management.



**Figure 1 Research Model**

**3.0 Methodology**

**Introduction**The study used research with a descriptive research design using a quantitative method. In addition, the population of this sample, based on the Annual Statistical Report of the Ministry of Higher Education in Jordan 2020, is 15073 administrative employees in ten Jordanian private universities. The 377 administrative workers at Jordanian universities are the sample size of this study (Krejcie and Morgan, 1970). To prevent response bias, the sample was therefore increased to 500 (Hair et al., 2014). This study selects ten private universities in Jordan(north, east, and south) from three major provenances. Proportional and basic random sampling were the approaches used for sampling analysis. Neuman (2014 ) suggested that a researcher create a comprehensive section structure to perform a simple random sample, select frame functions using a method of mathematical selection, and then trace the exact item chosen in the sample.

**3.1 Data Collection Technique**

Consequently, the study was conducted in Jordan and the findings were obtained via a self-governing questionnaire, in which respondents were asked to complete the survey on their own. The aim of this study is to minimise costs with the removal of devices and items, including

computer software, from the respondent (Willett, 2017). Essentially, the modified questionnaire is a synthesis of different previous study methods on this phenomenon. To provide a clear understanding of the phenomenon and constructions of this research study in Jordan, these questionnaires are adapted. Talent Management is the dependent variable which was involved 24 items distributed on four dimensions: Attracting Talent (A); Selecting Talents (S); Developing Talents (D) and Retaining Talents (R)) every dimension has six items. In addition, Electronic Human Resource Management (EHRM) item adopted and modified from Kulkarni, 2014; Oswal&Narayanappa, 2014; Babajee et al., 2014). This independent variable involved 25 items that every dimension has five: E-Recruitment (ER), E-Selection (ES), E-Performance (EP), E-Compensation (EC), and E-Discipline (ED). Moreover, Top Management Support (TM), the items were adopted and modified from Khanai (2020) after modifying them to a suite with the Jordanian private university's environment.

### **3.2 Data Analysis Technique**

In this study, Partial Least Structural Equation Modeling (PLS-SEM) is used to analyze the data collected via the questionnaire. Until performing actual data analysis, a data mining technique is conducted by the researcher to ensure sufficient data representation. In addition, using Smart PLS 3.0, the data collected was analyzed to check the fitness of the model or structure proposed by the study and to test the proposed research hypotheses. To analyze the Top Management Support mediating impact on EHRM and Talent Management, PLS-SEM has been used. For using PLS-SEM, there are several rationales. The purpose of this study is to analyze the causal relationships between constructs which have been previously established. PLS-SEM, however, is the instrument that this study uses to analyze the data collected from the respondents. PLS-SEM is a quantitative tool for testing and evaluating such causal relations in the light of empirical knowledge and subjective causal assumptions. SEM is a mixture of part research and unique degenerations. It is possible to individualize the SEM into two parts. The model of estimation is the aspect that relates measured factors to inactive factors. The basic model is the section where there are related inactive variables. In addition, the reflective-reflective type I model was implemented in this analysis. The constructs of the lower order are themselves reflectively calculated

constructs that can be separated from each other but are associated. This type of model is called the 'hierarchical common factor model' by Lohm'oller (1989), where the higher order structure reflects the common factor of many separate factors. Therefore, if the purpose of the analysis is to find the common factor of several connected, but distinct reflective constructs, this type of hierarchical latent variable model is most suitable.

## **4.0 Results**

### **3.3 Introduction**

From the questionnaire administered, 450 valid responses were obtained (representing a 90.0 per cent response rate). This figure (450) was, therefore, the basis of the study. The results presented were based on the study's goals, which included the findings of the structural equation model. Missing information occurs if the respondents have not responded to one or more things in the survey. In this review, to ensure that the data was free of missing values, frequency and missing value analysis were performed for each measurement object. The results of the data screening showed that there was a minimum amount of missing data which was

replaced by using the median variable responses for each measurement object. Outliers show an uncommon value for observations of a single variable (Tabachnick & Fidell, 2013). In addition to the study of histograms and box-plots, for unit-variety disclosure, each variable was tested for a standardized (z) value (Tabachnick & Fidell, 2013). Pursuing on with Hair et al., (2016), an outlier case if its regular score is  $\pm 4.0$  or higher. Any Z-score greater than 4 or less than -4 is therefore considered to be an outlier.

**4.1 Multicollinearity and Assessment of the Data Normality**

The study evaluated the normality of the remaining items following the Confirmatory Factor Analysis, based on the measurement model, as suggested by Awang (2014), to determine the distribution for each item or variable involved in the measurement model. The Skewness and Kurtosis values for all items used in the measurement model were less than -2.0 and 4.0, respectively, as shown in Table 2 below, implying that the data is usually distributed as specified by the Statistics Act. This shows that the data met the cut-off value of a multivariate normality distribution. Therefore, for further analysis, the thesis continues. In this study, the collinearity problem for the structural model was evaluated. In addition, the study of correlation was added to the measurement model to determine collinearity. The correlation between the variables should be lower than 0.80. Therefore, from Table 3 below, it was seen that there was no issue of collinearity between the structural model items.

**Table 1 Normality**

	Skewness	Kurtosis
Talent Management	-0.127	-0.628
Top Management Support	-0.896	2.285
EHRM	-0.264	-0.374

**Table 2 Correlation Analysis**

	Talent Management	Top Management Support	EHRM
Talent Management	<b>1.000</b>		
Top Management Support	0.796* (0.000)	<b>1.000</b>	
EHRM	0.695* (0.000)	0.559* (0.000)	<b>1.000</b>

**4.2 Reliability and Validity**

The reliability was assessed using the internal consistency method by measuring the composite reliability values. Reliability for composites (values greater than 0.7) was shown by all variables (Wong, 2010), as shown in Table 4. Where the reliability of the indicators (squaring of external loadings) is found to be less than 0.7 but composite reliability and AVE is suitable for the calculation, then the indicators have been retained as clarity indicates (Becker, 2017). Convergent validity was assessed by measuring values of AVE (explained average variance) that would exceed '0.5' (Table 3), while the Fornell-Larcker test (Table 4) evaluated discriminate validity. The criteria for discriminate validity are that the square root of AVE should be higher than the correlation between latent variables for each latent variable. The variables follow, as can be seen from Table 5, the criteria for discriminate validity.

**4.3 The Results of the Structural Model Analysis**

Smart PLS Structural Equation Modeling's first step is to define a theory-based research framework or model-based schematic diagram. In addition, the analysis method is converted into SmartPLS 3.0.0 graphics. Figure 1 shows the diagram, which begins with EHRM, Top Management Support, and Talent Management. In addition, the arrows that link the constructs

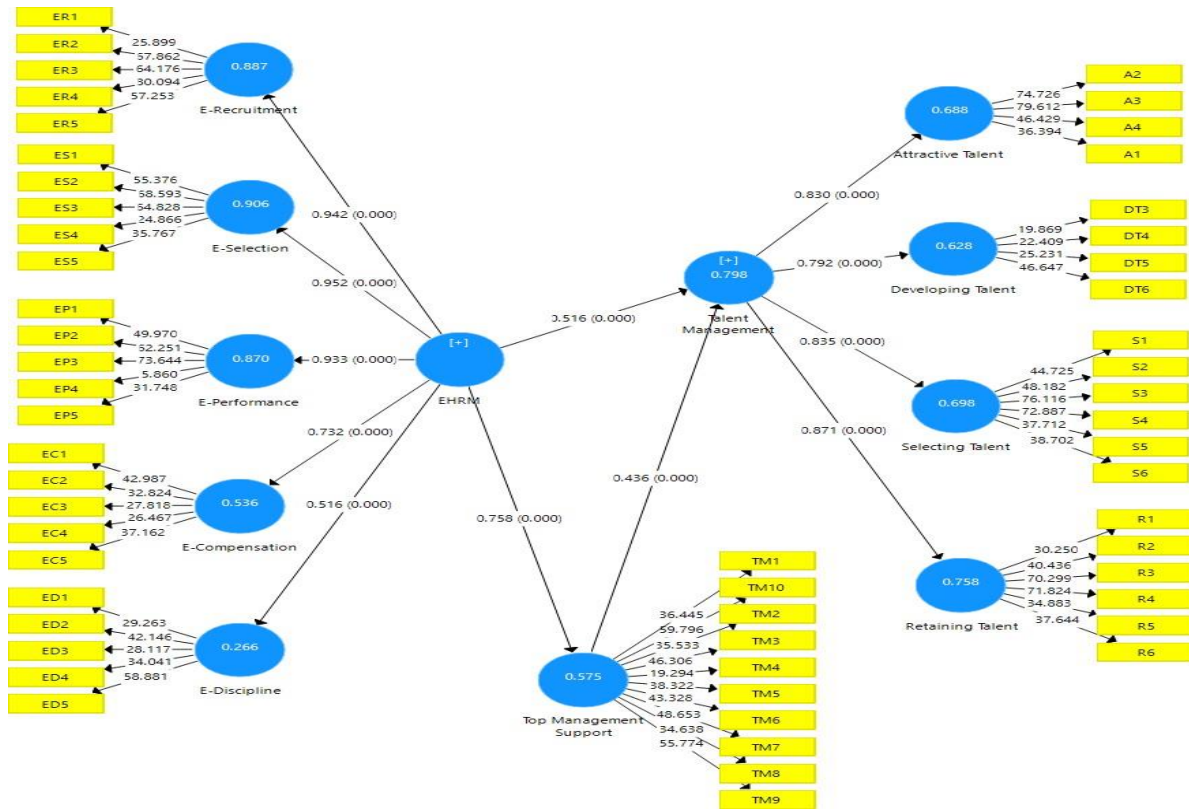
of this study are decided by the direction of the hypotheses suggested in the review. The single-headed arrows are used to verify the causal effect of the study construct. Furthermore, Figure 1 below explains the standardized estimate for the structural model of this report, showing the factor loading for each item and the mediating impact of Top Management Support on the relationship between EHRM and Talent Management.

**Table 3** *Loading and Internal Consistency Reliability of the Measurement Model*

Variables	Loading	CR	AVE	CA
Talent Management		0.958	0.508	0.954
Attractive Talent		0.917	0.734	0.878
A1	0.802			
A2	0.891			
A3	0.902			
A4	0.827			
A5		Deleted		
A6		Deleted		
Developing Talent		0.832	0.554	0.731
D1		Deleted		
D2		Deleted		
D3	0.677			
D4	0.738			
D5	0.751			
D6	0.806			
Retaining Talent		0.936	0.708	0.917
R1	0.8			
R2	0.862			
R3	0.887			
R4	0.88			
R5	0.793			
R6	0.823			
Selecting Talent		0.933	0.699	0.913
S1	0.812			
S2	0.834			
S3	0.871			
S4	0.883			
S5	0.823			
S6	0.788			
EHRM		0.964	0.644	0.960
E-Recruitment		0.927	0.718	0.900
ER1	0.727			
ER2	0.875			
ER3	0.896			
ER4	0.890			
ER5	0.838			
E-Selection		0.924	0.708	0.896
ES1	0.869			
ES2	0.891			
ES3	0.874			
ES4	0.753			
ES5	0.814			
E-Performance		0.911	0.674	0.877
EP1	0.855			
EP2	0.861			
EP3	0.894			
EP4	0.682			
EP5	0.796			
E-Compensation		0.882	0.599	0.841
EC1	0.726			
EC2	0.794			
EC3	0.776			
EC4	0.77			
EC5	0.801			
E-Discipline		0.906	0.659	0.870
ED1	0.738			
ED2	0.835			
ED3	0.785			
ED4	0.832			
ED5	0.861			
Top Management Support		0.959	0.699	0.952
TM1	0.788			
TM2	0.828			
TM3	0.853			
TM4	0.795			
TM5	0.852			
TM6	0.845			
TM7	0.85			
TM8	0.812			
TM9	0.87			
TM10	0.863			

**Table 4** *Fornell-Larcker criterion analysis to check discriminant validity*

	EHRM	Talent Management	Top Management Support
EHRM	<b>0.802</b>		
Talent Management	0.647	<b>0.713</b>	
Top Management Support	0.758	0.527	<b>0.836</b>



**Figure 2** SmartPLS Standardized Result

**Table 5** Summary of Path Coefficients

	Path Coefficients	(STDEV)	P- Values	Q <sup>2</sup>	F <sup>2</sup>	Decision
Talent Management				0.027	0.073	
EHRM -> Talent Management	0.516	0.046	0.000			Supported
EHRM -> Top Management Support	0.758	0.035	0.000			Supported
Top Management Support -> Talent Management	0.436	0.04	0.000			Supported

Table 5 above presented the summarized effects by the SmartPLS Structural Equation Model (SmartPLS SEM) of the study. It shows that the path coefficients, Standard Deviation (STDEV), and the probability value (P- value) with the result of the respective construct of this study. Moreover, EHRM and Talent Management revealed a significant positive relationship. The results showed that a 1% increase in EHRM it will lead to 0.516 increase of Talent Management in the Private Universities in Jordan. The result in Table showed that the relationship between EHRM and Top Management Supports positive and statistically significant. The results indicated that top management support increase by 0.758% for the increase of EHRM by 1%. Similarly, the path coefficient in the relationship between Top Management Support and Talent Management confirmed that a 1% increase in Top Management Support would lead to a 0.436% increase in Talent Management in the Private Universities in Jordan. However, in the present study, the predictive relevance Q<sup>2</sup> of the exogenous latent constructs is above zero (Hair et al. 2014). In addition, the f<sup>2</sup> the exogenous latent constructs considered a small effect (Henseler& Chin 2010). The R<sup>2</sup> value indicates the extent to which the independent variables explained the variance independent variables. Table 6 below showed the R<sup>2</sup> estimates in the model. It showed the magnitude of variance on the dependent variable, which is depicted by the independent variables. The result of Table 6 estimated that the predictors of Talent Management explain 79.8% of its variance. In other words, the error variance of Talent Management is approximately 20.2% of the difference in



Talent Management itself. Additionally, the result of Table 6 estimated that the predictors of Top Management Support explain 57.5% of its variance. In other words, the error variance of Top Management Support is approximately 42.5% of the variance of Top Management Support itself.

**Table 6** Summary of the R<sup>2</sup>

	R <sup>2</sup>	R <sup>2</sup> Adjusted
Talent Management	0.798	0.797
Top Management Support	0.575	0.574

#### 4.6 Testing the Top Management Support as a mediator in the Relationship between EHRM and Talent Management

The researcher assessed the importance of the direct effect without integrating the mediator variable (Top Management Support) into the PLS 3 direction model to begin the mediation analysis. The table showed the significance study of indirect effect and total effect path coefficients from performing the bootstrapping procedure (with 450 tests, 5000 subsamples, and no sign changes). In addition, the value of the variance

accounted for (VAF) was then determined by calculating the size of the indirect effect over the total effect (Hair et al. 2014). The VAF computing formula is as follows:

$$VAF = \frac{\text{The Size of the Indirect Effect}}{\text{The Total Effect}}$$

If the VAF is below 80%, the mediating effect can be signified as partial mediation. In comparison, if the VAF is above 80%, the mediating effect can be signified as full mediation (Hair et al. 2014). Therefore, the results in table 7 below showed that Top Management Support partially mediate the effect of EHRM on Talent Management in the Private Universities in Jordan.

**Table 7** Mediation Effect of Top Management Support on Relationship between EHRM and Talent Management

Construct		Beta	p	Result
Direct Model				
Direct effect	EHRM -> Talent Management	0.516	0.000	Sig
Mediation Model				
Indirect effect	EHRM ->Top Management Support	0.758	0.000	Sig
Total effect	Top Management Support -> EHRM ->Talent Management	1.274		Sig
Variance Accounted For (VAF)	Top Management Support -> EHRM ->Talent Management	<b>0.595</b>		<b>Partial Mediation</b>

NB: NS=not significant, Sig= Significant

## 5.0 Discussions and Conclusion

The paper proposed a direct impact of the Top Management Support on EHRM, and Talent Management in Jordanian private universities. Education in developing countries is far behind developed countries, and the ranking and standard of education in developing-country universities needs to be improved. Having creative and positive university leadership, together with a high level of satisfaction from the administrative staff, will significantly help and boost their performance. EHRM has been hypothesized to directly affect talent management, while top management support is anticipated to mediate the positive effect of EHRM on talent management. This research was developed specifically to be conducted in a developing country

like Jordan. Stratified sampling and random sampling were used on a questionnaire to collect the data. This result confirms the results of some previous empirical studies that discovered EHRM strategies as an effective Talent Management predictor. Promoting favorable working conditions and equal compensation for talented workers were among the Talent Management activities that induced improvement in performance in private universities. Therefore, Cape Coast University management must continue to adopt these Talent Management practises that will collectively boost the university's results. TD activities such as employee career management, the introduction of skills training and development, the organization of in-service talent training, the training of lecturers in international operations and the participation of lecturers in international short-term assignments.

The University's leadership can dramatically enhance conditions affecting these variables, and this will deliver desired organizational efficiency. Besides its theoretical contributions, this study aims to have significant managerial implications. Second, the important effect of Top Management Support on the relationship between EHRM and Talent Management should be known to private universities. They must be conscious that EHRM is the most important factor that pushes the HRM of a university towards Talent Management. Therefore, when private universities decide to exploit EHRM to achieve Talent Management, executives should start by revisiting the HRM of the university and aligning it with the latest information technology to ensure that the talents of the university are fully exploited. Second, to achieve Talent Management, private universities need to be more actively aware of the processes involved in achieving EHRM results. Therefore, management of the private universities must take into account that Talent Management programmers' will improve diversity efforts by ensuring clarity over selection criteria and by providing equitable opportunities for entry into the talent pool. Fourth, in order to optimize talent returns, Talent Management's central ownership is necessary in order to achieve consistency with the private university's strategic goals and to help minimise frozen mentalities. Fifth and last, educational sectors management need to consider the effect of their HRM choices on their ability to attract, develop and retain talented individuals at their private universities. There are several limitations to this research. Second, it focused on knowledge obtained from executives working at Jordan's public universities. If we apply it to private universities in another setting, especially in high technology ones, the results could be different. Future research must therefore address more demographic characteristics of the universities, such as size, position of the home office and degree of EHRM. Secondly, this research proposed that HRM exploitation and exploration is complementary in private universities, but there is a stream of literature arguing that due to resource scarcity, exploitation and exploration are incompatible. It is also likely that it would be ambiguous and biased to generalize this outcome to other organizations. In addition, EHRM's key and moderator effects on Talent Management are also included. However, it would be useful for future research to analyze some potential mediators (for example, job satisfaction, job integration, job social exclusion, EHRM participation, and job stress of employees) to examine the possible processes underlying these effects.

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