

# Talent Management Strategy and its Impact on Employee's Development: An Empirical Study on Jordanian Pharmaceutical Companies

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## Abstract

The present study aimed to explore the impact of the talent management strategy (attracting strategy, localizations strategy, investment strategy, and retaining strategy) on the employee development process, which helps stakeholders in the companies to take care of this while developing their strategies. The study is based on the descriptive and analytical approaches, A Questionnaire was designed for this study and was distributed to the sample of the community with a total of (280) questionnaires, 239 questionnaires were returned, that represent 85%. The study results show that there is an important role for strategic talent management in employee development in Jordanian pharmaceutical companies. The researchers recommend: Developing a compensation system to encourage workers to stay in companies, support talented workers and involve them in important company decisions.

**Keywords:** talent management strategy, employee development, Jordanian pharmaceutical companies

## 1. Introduction

The human resources is source of capital in all its intellectual, economic and , social dimensions , has led organizations to pay serious and comprehensive attention to the management of their human resources, to develop appropriate strategies and to invest them effectively. It helps them to successfully manage their competitive strategies (Almutairil & Alsawalhah, 2020). One of the most important concerns needed to make this endeavor a success is to develop an integrated strategy for managing talented people. To remain the backbone that provides the Organization with the strength and capacity to survive and to build it (Assaf & Alsawalhah, 2013). This also requires a strategy to continuously develop employees to bring about a value-based harmony between the Organization's values and those of its employees, and then to upgrade the knowledge and skills of the employees in line with the established system of values and to ensure that all the knowledge and technical developments in the world arena are understood in the necessary areas of work (Assaf et.al, 2020). Jordanian pharmaceutical companies play an important role in managing the economic life in Jordanian society, and they represent one of the most important organizations that attract an important number of employees. The competition in the Jordanian market and other regional and global markets has made it possible for these companies to develop appropriate strategies to manage their human resources to ensure their survival and development. The study is scientific contributions that can help decision-makers take appropriate steps as they develop their strategies, especially about talent management and development.

## 2. Importance of Study

This importance stems from the fact that it deals with a new topic, and still needs further deepening and enriching knowledge, and that this study provides cognitive adaptations that can be an additional building block on the subject's cognitive structure. It is also an important attempt to understand and measure the interrelationships between two key themes of specialized human resources, which give them the practical value that decision-makers, the research institution, can make use of in rationalizing their decisions.

### 3. Study Objectives

- Define the talent management strategy that are applied in Jordanian pharmaceutical companies.
- Diagnosing the level of employee's Development in Jordanian pharmaceutical companies.
- Diagnosing the impact of talent management strategy on employee development in Jordanian pharmaceutical companies.

### 4. Statement of the Study's Problem and the Questions

Jordanian pharmaceutical companies like other organizations, face real challenges as they develop their employees to create cultural conforms between their culture and their system of values and the culture and values of their workers, and this seems more important and urgent for Islamic organizations based on an integrated value system and with their differences than in contemporary societies. To follow up on new and renewable knowledge and skills and to enable employees to absorb them. Organizations must work to overcome these challenges strategically and comprehensively, and perhaps develop a clear talent management strategy is an important input in this direction and help to achieve the hoped-for successes.

#### Major and minor study questions

##### The Major Question

What is the impact of the talent management strategy (attracting, localizations, investment, retaining), on the employee development in Jordanian pharmaceutical companies.

##### The Major question is divided into the following sub-questions

- What is the impact of the talent management strategy (attracting), on the employee development in Jordanian pharmaceutical companies?
- What is the impact of the talent management strategy (localizations), on the employee development in Jordanian pharmaceutical companies?
- What is the impact of the talent management strategy (investment), on the employee development in Jordanian pharmaceutical companies?
- What is the impact of the talent management strategy (retaining), on the employee development in Jordanian pharmaceutical companies?

### 5. Study Model

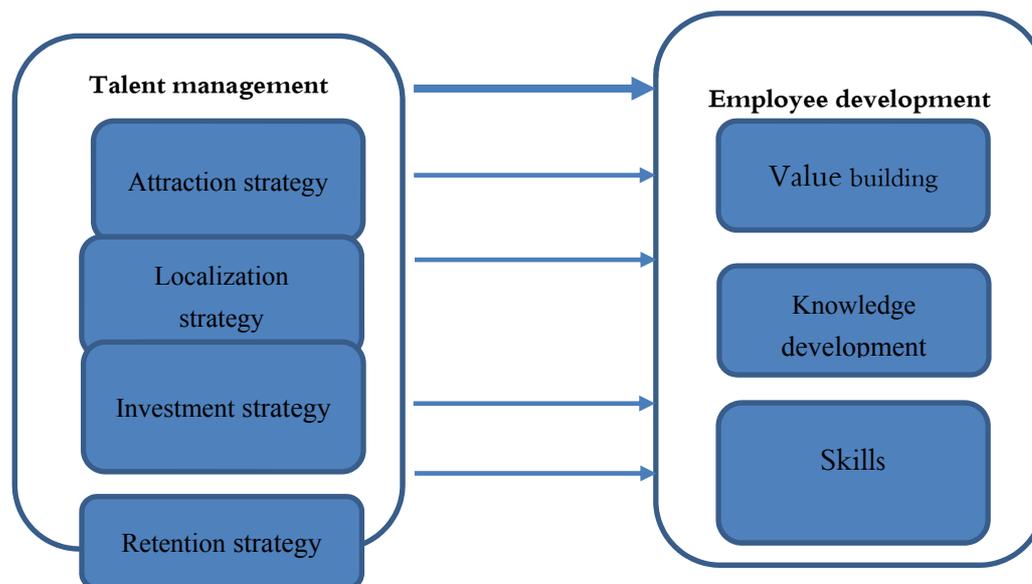


Figure 1. The study model

## 6. Study Hypotheses

Depending on the study problem and its questions, the following hypotheses are presented

Main hypothesis (H01)

**Main hypothesis H0.1:** There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the talent management strategy (attracting, localizations, investment, retaining), on the employee development at Jordanian pharmaceutical companies.

**The following hypotheses are derived from the main hypothesis**

(H01-1): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the attraction strategy on the employee development at Jordanian pharmaceutical companies.

(H01-2): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the localizations strategy on the employee development at Jordanian pharmaceutical companies.

(H01-3): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the investment strategy on the employee development at Jordanian pharmaceutical companies.

(H01-4): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the retention strategy, on the employee development at Jordanian pharmaceutical companies.

## 7. Literature Review

### 7.1 Talent Management

The concept of talent management is not new, in the sense of the word, in human thinking in general, or administrative thinking in particular (Chuai., Preece. & Iles., 2008). and we can certainly say that the entire movement of human civilization is the movement of talented, It is the accumulation of human talent that has resulted in the accumulation of human civilization at its stages of development, at any level, and in any area of human life, whether in physical life domain; Physical, chemical, biological, or human life domain; Social, cultural, political, economic or administrative. The widespread use of this concept, and its recent use, has important causes (Boyatzis, 2008),

the role and position of organizations in the management of contemporary life in most societies have increased. Contemporary societies can be described as communities of organizations, with different areas of specialization and activities, different levels of outreach and different sizes. Competition and conflict between organizations have intensified and have never been more intense, especially in the post-globalization era, which has become a distinct situation following the impressive technological developments of the last few decades. The manifestations of global economic war have become the dominant feature of international relations in general, and at the local level among organizations within each society. This situation has led each organization to seek competitive advantages to ensure its survival and advancement. The concentration of competition and conflict over human resources as the essential and decisive factor for any organization to achieve its survival and development objectives, depending on the nature and extent of these resources, their flexibility in dealing with global developments, their understanding and the study of their effective treatment processes. This has led organizations to raise their interest in attracting outstanding human resources, which are endowed with the necessary capabilities, as well as to raise the level of interest in building development strategies for the available and working human resources to improve their efficiency and capabilities (Assaf & Alswalha, 2013). This has expanded the area of competition and inter-organizational conflict, going further than traditional competition and conflict, and being focused primarily on how well they can attract and retain distinguished and talented people. This led to the emergence of the term talent war, which led organizations to adopt strategies for managing this war, as defined by their vision and capabilities (Shrimali & Gidwani, 2012)...

### What does talent mean?

Talent is a language; It is a concept derived from the act and the gifted, i.e. grant or given, Allah, the Almighty, is the Creator, the Giver, when all beings are created and given all their attributes, characteristics, constructional (structural), functional and dynamic characteristics, making them diverse beings, each with its distinct character, and thus all are talented beings. So are the divine talents of human beings, the greatest of which are the mental talent that sets them off from the rest of the creatures, the foundation for their lives, their instincts, and their movement (behavior) guided them in their various jobs. As with the degree of instinctive transparency among animals, the talented mental energies of humans also vary, because they are enormous in diversity, and they are enormous in their borders, and as scientists say, if human beings are to use their mental energy diligently, as the world used 'Einstein', for example, over a hundred years (Assuming 100 years of life), he may use about 10% of

his mental capacity. (Shrimali & Gidwani, 2012). The researcher believes that structural inequalities and differences in instinctive, emotional, or physical components that result in people being differentiated from each other and in degrees that accentuate their physical, emotional, or instinctive talents to varying degrees as well. Inequality of energies, and differences in capabilities, are the basis of inequality in talent. If anyone, some individuals, or some of the energies or capabilities they seem to have high scores, they are indicators that they are more talented than others. Or to the extent that other gifted people correspond to them, they are said to be gifted, and others are not told. Talent is the expression of a high degree of differentiation in one, some capabilities, energies, characteristics, or attributes. It is the source of added value for any individual compared to others who do not, and it is also the main source of added value for the organizations. To further clarify and define the term talent, we can read many definitions in this area, which are centered on the following elements: (Shrimali & Gidwani, 2012). Talent is an individual case that relates to the personality of everyone, and depends on the quality, depth, and comprehensiveness of each individual, depending on the nature of that person, and the extent of the inherited or acquired characteristics. Talent is not related to instinct alone, nor is it based on the process of nurture alone, but rather the outcome of a profound and comprehensive interaction between these two situations (Gallardo et al., 2015). The researcher believes that The center of talent, whatever its nature, is present in the brain, whether it is a mental talent, a mental, intellectual, a methodological talent, etc., or a physical talent for language, artistic or sports capabilities, etc. It is an expression of a high level of intelligence about its subject matter. Talent in mathematics is an expression of a high level of intelligence in mathematics, and talent in music is an expression of a high level of intelligence in the subject matter of music, and so on when any skill is expressed in science, art, sports, management, or other skills.

#### **Dimensions of Talent Management Strategy (Nilsson & Ellström, 2012)**

- **Talent investing strategy:** whether in the processes of discovering or attracting them, or in their recruitment and localizations operations, because the talent is highly expensive for organizations, and organizations should invest it by knowing their value-added, and identifying the scenarios and policies to operate them in the locations that have been attracted to enable them. This is where talent in organizations should be warned against being merely cosmetic and propaganda tools in organizations, and if that happens, the advantages expected of attracting and employing them turn against them
- **Talent retention strategy:** especially in the general climate in which the talent war has become a reality in the world of contemporary competition. Here, every organization is well-defined by its circumstances, potential, and choices, and therefore has to determine its methods of keeping its talents accordingly. Accordingly, it is expected that these methods, and thus strategies, will vary from organization to organization or society to society. This is what it's pointed out that Japan's strategy had been based on the path of granting trust and commitment to employees, that the Italian strategy had been based on performance appraisal and the evaluation of higher results, and that Canada's strategy had been based on the compensation and benefits system during the work and post-retirement phases (Lanvin, Evans, 2013).
- **Talent attracting strategy:** It must be noted that attracting talent is not an end in itself, and this must be within the actual needs of the organization as defined by its strategy, given the costs of these talents, which are by their very nature high costs. The strategy of attracting talent from the market, among the determinants of needs outlined in the first point. It must be noted that attracting talent is not an end in itself, and this must be within the actual needs of the organization as defined by its strategy, given the costs of these talents, which are by their very nature high costs
- **Talent localizing strategy:** adapting the talents that are attracted from outside the organization, which assumes: Value and cultural harmony between the values and culture of talented persons attracted and the values and culture of the organization. Place the required talent in the desired location and function (Lockwood, 2006).

#### *7.2 Developing Employees*

The report of UNDP (1990) addressed the concept of human development and the need to develop its quality, giving it special attention and focus, it is included: (Assaf, 2012)

- The process of developing people's abilities and capacities to reach special kinds to be able to achieve their choices, demands and development aspirations, because comprehensive cultural development does not achieve itself, but the development will of human beings in any society is essential. In particular, the public political leadership that is working to develop these people, within specific strategies for

human development, to express this developmental will with a development performance commensurate with all demands and aspirations.

- The process of expanding people's choices, whether they relate to health aspects, their demand for longer and healthier life, educational aspects, their demand for educational opportunities at all levels of education, economic aspects, and their demand for a reasonable standard of living that meets their natural needs, or political and social aspects; Their demand for justice, political and social freedom, the guarantee of their human rights, and respect for their own and their energy to be good citizens and creative producers.

### **The dimensions of human development**

Human development processes are human-centered, whether in its form or as a member of a group, whether small or large, social or professional, in the form of an organization, society or state, and usually focus on the human personality as the entity through which human beings express their existence and behavior (Alsawalhah et al, 2015)

Human cultures and behaviors are undoubtedly determined by the nature of their personalities, and therefore the main objective of developing employee is to deal with this personality to achieve several demands (Alsawalhah et al, 2013)

- Modify the personal characteristics and behaviors that seem appropriate for the purposes, objectives, and methods of the organizations.
- changing inappropriate characteristics or behaviors for the purposes, objectives, and methods of the organizations.
- to promote personal characteristics and behaviors appropriate for the purposes, objectives and methods of the organizations.
- Developing and create personal characteristics, or new behaviors, to accommodate the purposes, objectives, and methods of the organizations.

the researcher argue Regardless of the details of these claims, it can be argued that any demand must be met to deal with the entire human personality system because it cannot be effectively divided, which assumes that all subsystems need to be interested in their development under these demands.

Employee development Dimensions: (Assaf, 2012, 18)

- skills development: Focus on the physical, artistic, intellectual and behavioral skills and abilities to develop the applied energy of workers, so that they can put all the knowledge they reach into practice, enter, empower and contribute as a partner to the movement and development of this era
- knowledge development: Focuses on prevailing thinking methods and approaches, to instill rational and scientific methodology that can move employee from capturing perceptions and attitudes that are emotional, imaginary, or delusional, etc. to realistic and rational attitudes and practices. It also aims to develop and organize its knowledge under development requirements.
- building values, focusing on the value system and related social habits and traditions, to develop and refine the value identity of employee to be compatible with the general philosophy and doctrine of society or the organization, this philosophy or doctrine, which must be chosen with a clear mind and precision, with a rational mind, a comprehensive vision to be truly the philosophy and doctrine of development.

In his report, the Director-General of UNESCO also notes that human society is involved in an unprecedented and vast process of population, technology, intellectual and moral transformation and that radically changing the policy and methods of education lies at the heart of this process, on which the course of this transformation depends. This was confirmed by the International Committee for the Development of Education (Edgar four Committee), which pointed out that the task of modern education is to prepare for societies that have not yet existed (Abu Zeid , 1994, 969-972).

References to the importance of these three processes are noted by various development studies and other interesting studies; Dr. Hassan Saab stresses that the progress required in different societies is achieved only with the presence of the driving mind, and suggests that the scientific progress factor is not only a factor in the development, but is a requirement for economic growth originally (Saab, 1992, 1038).

Boujnar says that the importance of science in the modern world is not only that it offers the way of searching for truth, but also that it enables the formulation of an accurate strategy for human activity, as evidenced by the role that has been given to scientists in the different decision-making and policy-making process (Boujnar, 2011, p. 63).

In terms of demonstrating the importance of training, "Overton Jr." The States of the Middle East have failed to understand adequately the fact that human resources development requires the country concerned to take care of training as well as of education in terms of human forces, because education and training are complementary processes, and therefore any State must realize that education does not go beyond training. The necessary steps must be taken to balance them. (Assaf, 2012, 20)

In this intensive focus on the importance of science, education, and training ... The extent of this importance in the investment area has been questioned, and most studies in this field have confirmed that investments in the human component are productive and profitable at all. In a study conducted by Theodore Schultz in America, it showed that education expenses greatly increased production, as the dollar invested in this field would often lead to an increase in national production that would increase the dollar's investment in dams, machinery or others (Polk, 2013, 154-162).

This approach to human development supports the intensity of contemporary global competition, its centralization mainly around the human element, and its development and construction methods in a way that ensures the mobilization of effective human power and energy, he says George. K.J. Ludwig, Professor of Management, Harvard University, said that competition forces were previously concentrated around natural resources, capital and wealth, or technology, but contemporary developments, especially in the technology of new institutions, have become intertwined to fundamentally change these traditional factors of differentiation and competition. Technology has turned upside down, making production technology as secondary as compared to new process technology. The skills of the labor force, education and knowledge become the first competitive weapon. (Tharu, 1995, 136-139).

Ichi & Arthur speaks more clearly and specifically by saying them; The factors that enable global business organizations to compete between them are many and complex and are no longer traditional, (Ichi and Arthur, 1984:3) and that real competition nowadays is concentrated in a highly sensitive area, namely; The ability of means, employee and managers to create a social environment that will organize them in the workplace, which, according to (Tharu: 1995: 138) requires a radical change in values and beliefs.

Consequently, important and fundamental consequences are attached to educational institutions, education or training, to those in charge of such institutions, and to the departments of educational or training operations, the most important of which are (AlShawabkeh & Alsawalhah ,2019).

- All - round, non-selective, and random, philosophical value choices must be made, and the system of values, not just a set of values, must be formed and the educational strategy that will be achieved must be built.
- changing traditional and elementary concepts of education, recognizing that it is not merely the circulation of knowledge as prevailing in most of our school and university institutions, and knowledge must be placed while it is being transmitted or presented inappropriate, evolving and constantly renewed application contexts.
- Changing the initial and wrong understanding of most institutions requesting training, and of some officials responsible for the training process in public or private sector organizations, which is that they believe that there is no need to present scientific knowledge, ideas or theories within training, and focus mainly on practical applications. A skill that does not rely on scientific knowledge is superficial.
- to ensure that a strategy is developed to integrate value education, cognitive development, and professional technical development processes, to

In presenting systems of values, norms and ideas, philosophies or beliefs provide insights into what the society, organization or individual who espouses them, the ground from which the educational process is based, and thus represents a dynamic framework within which to organize and work for its consolidation, the rest of the other processes. This makes them the base (triangle) on which the rest of the sides are based, any education or training that must take into account the educational laws, ensure that they are established and developed, or lose their base and turn to a cynical process (AlShawabkeh & Alsawalhah ,2019). The researcher argue Knowledge systems and scientific approaches are not an end in themselves, and human beings, in every effort and creative scientific and intellectual endeavor, do not do so simply to reach a scientific idea and base, or to invent only

science. But man's controversial function throughout history. And since Allah Almighty created him, it is necessary to do all this scientific effort to be a guiding and concerned person in the development of his life with nature, or other human beings, and to be able to construct this universe. This knowledge must, therefore, be placed in a practical context so that it takes its real place in the context of life and history, or else it remains true, or in the head of the owner, or between the two volumes of a book or manuscript, thereby losing its function, and thus its value, until repositioned in that context. Perhaps the most important thing to help develop knowledge in their application is to work together with the training process that enables the building of the necessary applied skills.

## 8. Questionnaire Data Analysis and Hypothesis Testing

### 8.1 Study Sample and Methodology

The study is based on the descriptive and analytical approach, and the study population includes the workers in these companies at the capital Amman, the study was conducted on 280 employees, A questionnaire was designed for this study and was distributed to all members of the community with total of (280) questionnaires, 239 questionnaires were returned, that represent 85%, and its data were entered and analyzed.

### 8.2 Study Tool Data

Table 1. Descriptive analysis of the questionnaire data (Means and standard deviations)

<i>Items</i>	<i>Variable</i>	<i>Mean</i>	<i>Std.</i>	<i>Percentage</i>	<i>Rank</i>
1-7	attracting strategy	3.99	0.426	80	High
14-8	localizations strategy	4.32	0.379	86	High
21-15	investment strategy	3.79	0.596	76	High
28-22	retaining strategy	3.95	0.468	79	High
28-1	Talent Management Strategy	4.01		80.2	High
15-1	employee's Development	3.72		74.4	High

### Based on the data of Table 1, we can conclude the following information

The independent variable: Talent Management Strategy: The overall mean of Talent Management Strategy is 4.01 which is high. It is represented by a percentage of 80.2%. Thus, the Talent Management Strategy in Jordanian pharmaceutical companies is high. The dependent variable: employee's Development: The mean of the employee's Development is 3.72 which is high. That means that the employee's Development level in Jordanian pharmaceutical companies is high.

### 8.3 Sub-Hypothesis and Main Hypothesis Test

**Test first sub-hypothesis: There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the attraction strategy on the employee development at Jordanian pharmaceutical companies.**

Table 2. the impact of the attraction strategy on **employees** Development at Jordanian pharmaceutical companies

<i>Dependent variable</i>	<i>Model Summary</i>		<i>ANOVA</i>			<i>Coefficient</i>				
	<i>R correlation coefficient</i>	<i>R2</i>	<i>F calculated</i>	<i>DF degree of freedom</i>	<i>SIG F</i>	<i>Statement</i>	<i>B</i>	<i>Standard error</i>	<i>T Calculated</i>	<i>SIG T is the level of significance</i>
<b>Employees Development</b>	0.886	0.784	118.310	1-237	0.000	attraction	0.469	0.055	10.569	0.000

As can be seen, the value of the correlation coefficient (r) between the attraction strategy variable and the employee development variable is a positive and high value, and the determination coefficient (r<sup>2</sup>) has explained the role of the attraction strategy in employee development with a variation level of 78.4%, with other variables remaining constant. The value of F has confirmed the moral of the regression at a level less than 5%, at a level of confidence (Sig=0.000), and the rest of the results confirm the moral of the coefficient at a level less than 5%, thus rejecting the first null sub-hypothesis, and accepting the hypothesis (There is significant impact at ( $\alpha \leq 0.05$ ) level of the attraction strategy on the employee development at Jordanian pharmaceutical companies.)

**Test the second sub-hypothesis: There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the localization strategy on employee development at Jordanian pharmaceutical companies.**

Table 3. The impact of the Localizations strategy on employee’s development in of Jordanian pharmaceutical companies

<i>Dependent variable</i>	<i>Model Summary</i>		<i>ANOVA</i>			<i>Coefficient</i>				
	<i>R correlation coefficient</i>	<i>R2</i>	<i>F calculated</i>	<i>DF degree of freedom</i>	<i>SIG F</i>	<i>Statement</i>	<i>B</i>	<i>Standard error</i>	<i>T Calculated</i>	<i>SIG T is the level of significance</i>
<b>Employees Development</b>	0.811	0.657	195.524	1-237	0.000	Localizatio ns	0.625	0.047	19.658	0.000

As can be seen, the value of the correlation coefficient (r) between the localizations strategy variable and the employee’s development variable (81.1%) is positive and the identification coefficient (r<sup>2</sup>) has explained the role of the localizations strategy in employee development with a differential of 65.3%, with other variables remaining constant. The value of F has confirmed the moral of the regression at a level less than 5%, at a confidence level (Sig=0.000), and the rest of the results confirm the moral of the coefficient at a level less than 5%, thus rejecting the second null sub-hypothesis, and accepting the hypothesis: There is significant impact at ( $\alpha \leq 0.05$ ) level of the localizations strategy on the employee development of Jordanian pharmaceutical companies.)

**Test the third sub-hypothesis: (H01-3): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the investment strategy on the employee development at Jordanian pharmaceutical companies.**

Table 4. the impact of the investment strategy on the employee development at Jordanian pharmaceutical companies

<i>Dependent variable</i>	<i>Model Summary</i>		<i>Anova</i>			<i>Coefficient</i>				
	<i>R correlation coefficient</i>	<i>R2</i>	<i>F calculated</i>	<i>DF degree of freedom</i>	<i>SIG F</i>	<i>Statement</i>	<i>B</i>	<i>Standard error</i>	<i>T Calculated</i>	<i>SIG T is the level of significance</i>
<b>Employees Development</b>	0.575	0.330	225.185	1-237	0.000	Investment	0.426	0.0365	11.267	0.000

As can be seen, the value of the correlation coefficient (r) between the investment strategy variable and the personnel development variable is (57.5%), a positive ,and the identification coefficient (r<sup>2</sup>) has explained the role of the investment strategy in employee development with a variation level of (33 %), with other variables remaining constant. The value of F has confirmed the moral of the regression at a level less than 5%, at a level of

confidence (Sig=0.000), and the rest of the results confirm the moral of the coefficient at a level less than 5%, thus rejecting the third null sub-hypothesis, and accepting the hypothesis (There is significant impact at ( $\alpha \leq 0.05$ ) level of the investment strategy on the employee development of Jordanian pharmaceutical companies.)

**Test the fourth sub-hypothesis:** (H01-4): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the retention strategy, on the employee development at Jordanian pharmaceutical companies.

Table 5. the impact of the retention strategy on employee development.

<i>Dependent variable</i>	<i>Model Summary</i>		<i>Anova</i>			<i>Coefficient</i>				
	<i>R correlation coefficient</i>	<i>R2</i>	<i>F calculated</i>	<i>DF degree of freedom</i>	<i>SIG F</i>	<i>Statement</i>	<i>B</i>	<i>Standard error</i>	<i>T Calculated</i>	<i>SIG T is the level of significance</i>
<b>Employees Development</b>	0.875	0.765	87.265	1-237	0.000	retention	0.711	0.059	10.635	0.000

As can be seen, the value of the correlation coefficient (r) between the retention strategy variable and the factor development variable (87.5%), a positive and high value according to (Zikmund,2000.513), and it is clear that the coefficient of determination ( $r^2$ ) explained the role of the retention strategy in employee development with a 76.5.0% variance, while other variables remain constant. The value of F has confirmed the moral of the regression at a level less than 5%, at a confidence level (Sig=0.000), and the rest of the results confirm the moral of the coefficient at a level less than 5%, thus rejecting the fourth null sub-hypothesis, and accepting the hypothesis (There is significant impact at ( $\alpha \leq 0.05$ ) level of the retention strategy, on the employee development of Jordanian pharmaceutical companies).

**The main hypothesis results:** There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for the talent management strategy (attracting, localizations, investment, retaining), on the employee development at Jordanian pharmaceutical companies

Table 6. Multiple regression results for the main hypothesis : the impact of talent management strategy on employee development at Jordanian pharmaceutical companies.

<i>Model</i>	<i>Employees Development</i>	<i>B</i>	<i>STD .error</i>	<i>Calculated T value</i>	<i>SIG level of significance</i>
<b>First</b>	strategy	0.569	0.041	21.862	0.002
<b>Second</b>	Retention strategy	0.479	0.052	7.852	0.000
	Localizations strategy	0.369	0.039	11.838	0.001
<b>Third</b>	Retention strategy	0.394	0.081	6.951	0.000
	Localizations strategy	0.311	0.037	9.357	0.000
	Investment strategy	0.205	0.048	10.964	0.000
<b>Fourth</b>	strategy	0.5.4	0.040	11.597	0.000
	Localizations strategy	0.187	0.063	4.592	0.000
	Investment strategy	0.192	0.044	5.568	0.000
	Attraction strategy	0.212	0.061	3.900	0.000

Noting these results, the values (B) in the two models at different (T) levels are at or below the significant level (Sig=0.005), which confirms the moral of the regression coefficients, which confirms that the impact of the variables in those models is statistically significant. We, therefore, reject the main null hypothesis and accept the

alternative hypothesis that (There is significant impact at ( $\alpha \leq 0.05$ ) level of the talent management strategy (attracting, localizations, investment, retaining), on the employee development of Jordanian pharmaceutical companies.

## 9. Results and Recommendations

### 9.1 The Researcher Reached to the Following Results

- The talent management strategy (attracting, localizations, investment, retaining), on Jordanian pharmaceutical companies is high.
- The employee development on Jordanian pharmaceutical companies is high.
- There is a significant impact of the talent management strategy (attracting, localizations, investment, retaining), on the employee development at Jordanian pharmaceutical companies.
- There is a significant impact of the attraction strategy on the employee development of Jordanian pharmaceutical companies.
- There is a significant impact of the localizations strategy on the employee development of Jordanian pharmaceutical companies.
- There is a significant impact of the investment strategy on the employee development at Jordanian pharmaceutical companies.
- There is significant impact of the retention strategy, on the employee development of Jordanian pharmaceutical companies.

### 9.2 Recommendations

- Developing a compensation system to encourage workers to stay in companies.
- Support talented workers and involve them in important company decisions.
- Developing specialized training programs to develop the skills and capabilities of talented workers
- Developing performance evaluation programs for talented workers

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