

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu in fulfilment of the requirements for the degree of Doctor of Philosophy

**THE IMPACT OF TALENT MANAGEMENT STRATEGIES AND
ENTREPRENEURIAL ORIENTATION ON ORGANIZATIONAL
PERFORMANCE: THE MEDIATING ROLE OF
ORGANIZATIONAL LEARNING**

AUDEH ATEIH ESUD ALLEIMOUN

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Main Supervisor : Ts. Mohd Saiful Izwaan Bin Saadon, Ph.D

Co-Supervisor : Prof. Ts. Mohamad Rosni Bin Othman, Ph.D

School/Institute : Faculty of Maritime Studies

With the current COVID 19 pandemic and the resulting increase in competition, businesses must immediately increase their adaptability and responsiveness to market shifts. The ability to adapt to market changes is only half the battle; organizations also need to be able to reinvent their markets and spot emerging opportunities. This paper delves at the ways in which talent management, an entrepreneurial mindset, and the ability to learn from mistakes are all crucial to improving an organization's performance in today's fast-paced business environment. The specific goal of this research is to explore the direct and indirect effects of talent management practices (talent attraction, talent retention, talent development and training) and entrepreneurial orientation dimensions (innovation, proactivity, risk taking) on the performance of Jordan's public universities, with special emphasis on the mediating role played by organizational learning. Only 275 valid responses were retrieved and analyzed from an online questionnaire sent to 305 faculty members at four public universities in the south of Jordan (Mu,tah University, Tafila Technical University, Al-Hussein Bin Talal University, Al- Balqa' Applied University, the university of Jordan-Aqaba). Two different statistical programs, SPSS.20 and smart-PLS, were used to test the study's hypotheses. Faculty members at public institutions

in southern Jordan saw a strong correlation between creativity and organizational performance. They also saw a favorable correlation between talent acquisition, talent retention, talent training and development, innovation, proactivity, and risk taking. Furthermore, organizational learning mediates the impact of talent retention on organizational performance while only partially mediating the influence of talent acquisition, talent training and development, innovation, proactivity, and risk taking. Implications for theory and management are discussed, along with the study's limits, findings, and suggestions for future investigation.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**KESAN STRATEGI PENGURUSAN BAKAT DAN ORIENTASI
KEUSAHAWANAN TERHADAP PRESTASI ORGANISASI:
PERANAN PENGANTARA PEMBELAJARAN ORGANISASI**

AUDEH ATEIH ESUD ALLEIMOUN

MEI 2023

Penyelia : Ts. Mohd Saiful Izwaan Bin Saadon, Ph.D

Penyelia Bersama : Prof. Ts. Mohamad Rosni Bin Othman, Ph.D

Pusat Pengajian/Institut : Fakulti Pengajian Maritim

Di tengah – tengah pandemik COVID 19 yang berterusan serta persekitaran perniagaan yang sangat kompetitif, organisasi mesti segera meningkatkan keupayaan kebolehsuaian dan responsif kepada perubahan pasaran. Keupayaan kebolehsuaian kepada perubahan pasaran ini hanyalah separuh daripada pertempuran ; ini kerana organisasi juga perlu mencipta pasaran mereka dan melihat peluang baru yang muncul. Kertas kerja ini membincangkan cara pengurusan bakat, pemikiran keusahawanan dan keupayaan untuk belajar daripada kesilapan semuanya penting untuk meningkatkan prestasi organisasi dalam persekitaran perniagaan yang serba pantas hari ini. Secara khusus, tujuan kajian ini adalah untuk menyiasat bagaimana amalan pengurusan bakat (tarikan bakat, pengekalan bakat, pembangunan dan latihan bakat) dan dimensi orientasi keusahawanan (inovasi, proaktif, pengambilan risiko) terhadap prestasi universiti awam Jordan, dengan penekanan khusus terhadap peranan pengantara yang dimainkan oleh pembelajaran organisasi. Hanya 275 respon yang sah diambil dan dianalisis daripada soal selidik yang dihantar kepada 307 ahli fakulti dari empat universiti awam (Universiti Mut'ah, Universiti Teknikal Tafila, Universiti Al-Hussein Bin Talal, Universiti Gunaan Al-Balqa', Universiti Jordan-Aqaba) di selatan Jordan. Dua program statistik yang berbeza, (SPSS.20) dan smart-PLS telah digunakan untuk menjalankan analisis statistik dan mengesahkan hipotesis kajian. Ahli fakulti di

institusi awam di selatan Jordan melihat pertalian yang kuat antara kreativiti dan kejayaan organisasi. Mereka juga melihat pertalian yang menggalakkan antara pemerolehan bakat, pengekalan bakat, latihan dan pembangunan bakat, inovasi, proaktiviti dan pengambilan risiko. Tambahan pula, pembelajaran organisasi menjadi pengantara kesan pengekalan bakat ke atas prestasi organisasi manakala hanya sebahagiannya menjadi pengantara pengaruh pemerolehan bakat, latihan dan pembangunan bakat, inovasi, proaktiviti dan pengambilan risiko. Implikasi terhadap teori dan pengurusan dibincangkan bersama-sama dengan had kajian, penemuan dan cadangan untuk penyiasatan masa depan.