Talent Management and its Impact on Organizational Reputation at Jordanian Social Security Corporation

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Abstract

This study aimed to test the impact of talent management on the organizational reputation at Social Security Corporation in Jordan. The study used the descriptive analytical approach. The study was conducted on a simple random sample of 113 managers in the corporation, from whom data were collected via an electronic questionnaire. The study results indicated that there are medium levels of talent management dimensions (talent attracting, talent developing, talent management performance, and talent retaining). There are high levels of organizational reputation dimensions (quality service, innovation, mental image, and social responsibility). There is a significant impact of talent management on corporate reputation, and talent management has a significant impact on each dimension of corporate reputation.

Keywords: Talent Management, Talent Retention, Organizational Reputation, Quality Service, Social Security Corporation, Jordan

Introduction

The organization's reputation in the business environment has become one of the basic pillars that affect the continuity and success of organizations, especially in the banking sector, which depends on mutual trust between the bank and customers. The organization's solid reputation is considered one of the basic pillars of intangible assets that allow banks to strengthen their position in the market as it contributes to attracting customers, raising the level of loyalty and achieving competitive excellence. From this standpoint, the importance of talent management emerges as an important strategy to support the organization's reputation by providing qualified cadres capable of providing high-quality services, improving positive interaction with customers and achieving creativity that keeps pace with changes in market requirements.

The great interest in human resources in general and talents in particular began with the aim of providing organizations with a specific type of distinguished resources full of talents

because they possess effective capabilities and skills that distinguish them from other resources and are considered an important source of efficiency and response to the challenges facing organizations (Al-Amarat, 2021, 11).

Talent management is an integrated, results-driven process that includes planning, recruiting, selecting, developing, managing, and compensating employees. This comprehensive approach contrasts with traditional, piecemeal approaches, emphasizing the interconnectedness of activities such as training, performance appraisal, and compensation, and ensuring alignment with the organization's strategic goals (Dessler, 2020, 124).

Organizations may engage in adaptive, strategic, or even opportunistic activities if they recognize that such actions help them build a good reputation. Organizations can modify their practices and influence how audiences evaluate their success in performing organizational functions and achieving good results to enhance their reputation (Rimkutė, 2018).

Organizational reputation is the process by which individuals within an organization collect and share information and knowledge. Organizational reputation is an essential part of the administrative environment, as it helps improve decision-making and enhance collaboration between individuals and teams. Organizational reputation is influenced by several factors, including trust, transparency, effective communication, and individuals' personal values. Organizational reputation is an indicator of the quality of the administrative environment and its impact on employee satisfaction and organizational performance.

The Social Security Corporation in Jordan is considered one of the most important national institutions that contribute to enhancing social and economic stability, as it aims to provide social protection for workers in various economic sectors. The Corporation provides various services including old-age, disability and death insurance, work injury insurance, and maternity insurance, with the aim of achieving job and social security for subscribers.

For all of the above, this study came to test the impact of talent management on organizational reputation at Jordanian Social Security Corporation

Study Problem and Questions

The organization's reputation is considered one of the important intangible assets that directly affects its competitiveness and sustainability in the market. This can be achieved by providing innovative and high-quality products while assuming its responsibility towards society. Hence, the role of talent management comes through the proper attraction of talents, training, developing them, and retaining them for the longest possible time. Therefore, this study seeks to analyze the relationship between talent management and the organizational reputation, while highlighting the modifying role of strategic vigilance in achieving this. Based on the above, the study problem can be formulated with the following questions:

1. What is the impact of talent management in its dimensions (talent attracting, talent development, talent performance management, and talent retention) on organizational reputation in its dimensions (quality service, innovation, mental image, and social responsibility) at Jordanian Social Security Corporation?

2. What is the level of relative importance of talent management and its dimensions (talent attracting, talent development, talent performance management, and talent retention) at Jordanian Social Security Corporation?

3. What is the relative importance level of the organizational reputation and its dimensions (quality service, innovation, image, and social responsibility) at Jordanian Social Security Corporation?

Study Importance
The importance of the study stems from the following:

1**. Scientific importance**: The importance of this study derives from the importance of the concepts it includes, as the concept of talent management is one of the vital administrative concepts, which includes attracting the best talents, allowing organizations to better meet market needs, while talent retention focuses on creating an encouraging work environment that improves employee loyalty and reduces turnover rates. On the other hand, the concept of organizational reputation is one of the basic concepts in management science, as it refers to the general perceptions that the public has about the organization.

For all of the above, the researchers behind the study of these concepts seek to learn about everything new that may receive the attention of academics and researchers in this field and present it within this study to be a tributary to support researchers and those interested in this field in the future, thus bridging the research gap and enriching the Arab library on these concepts.

2. **Practical importance**: From a practical point of view, the importance of this study stems from the extent to which the Jordanian Social Security Corporation will benefit from the results it will later achieve in terms of talent management and its impact on the institution's reputation. The results are expected to contribute to improving the institution's understanding of how to attract and retain talent, which contributes to enhancing performance efficiency and providing higher quality services to beneficiaries. In this context, a report issued by the Social Security Corporation indicated that subscriber satisfaction as one of the dimensions of the institution's reputation has increased by (12%) in recent years as a result of improving the electronic services provided (Social Security Corporation Annual Report, 2023). Moreover, enhancing the institution's reputation is essential, as it has been shown that institutions with a positive reputation achieve an increase in the percentage of voluntary contributions of up to (20%). In the context of the Jordanian economic environment, where the number of active subscribers increased by (5.7%) in 2022, focusing on improving reputation through talent management can enhance public confidence and lead to greater financial sustainability for the institution (Social Security Corporation Annual Report, 2022).

Study Objectives
This study aims to identify:

1. The impact of talent management in its dimensions (talent attraction, talent development, talent performance management, and talent retention) on the organizational reputation in its dimensions (service quality, innovation, mental image, and social responsibility) at Jordanian Social Security Corporation.

2. Identify the level of relative importance of talent management and its dimensions (talent attraction, talent development, talent performance management, and talent retention) at Jordanian Social Security Corporation.
3. Identify the level of relative importance of the organizational reputation and its dimensions (quality service, innovation, mental image, and social responsibility) at Jordanian Social Security Corporation.

Theoretical Framework
Talent Management

The term talent management first appeared by David Watkins in 1998. Researchers state that the concept of talent has gone through four stages throughout history. In these stages, concepts closely related to the concept of talent emerged, to the point that some of them are still widely used as an alternative to talent, which is linking talent to genius as a supernatural force directed by gods and spirits, and its association with outstanding performance in the field and its proportion. This definition has been expanded to include outstanding emotional performance or the readiness and ability to perform outstandingly in the mental, academic, creative and leadership fields (Al-Zoubi, 2023, 207-208).

Talent management needs to be strategically driven and fully integrated with each other, and these and other qualities can elevate talent management efforts to much higher levels of effectiveness and greater organizational contributions (Silzer & Dowell, 2010, 22)

Talent management involves strategies and protocols to systematically attract, identify, develop, retain, and deploy high-potential individuals who are of particular value to the organization. However, this definition refers to "high-potential individuals." While this may be the usual approach, some people believe that talent management covers everyone—on the basis that all people have talent and talent management activities should not be limited to the favored few (Armstrong, 2014, 263).

Employers use talent management software to help ensure that their talent management activities are directed in a coordinated manner to achieve the company's human resource goals. For example, Oracle says that its talent management suite helps managers hire top talent and provides real-time assessments of workforce performance (Dessler, 2020, 99-100).

Talent is a more important factor both locally and globally, and talent acquisition is the long-term strategic approach to recruitment, which includes identifying, attracting, developing, engaging and retaining qualified workforce, and talent acquisition includes all sub-processes around finding, attracting and engaging highly talented individuals in the organization, and more organizations have identified talent acquisition as a strategy that aligns with the organizational goal, and the need for quality recruitment has become the core of talent management strategy (Hongal & Kinange, 2020).

Idris and Abu Juma (2022, 110) see talent management as a continuous interactive intellectual product that aims to improve added value and sustainable advantage, and that the core of the talent generation and training process is the organization's human capabilities and resources, which is an organizational characteristic that is greatly affected by the type of industry and the nature of work, and it is a dynamic result that has the ability to change over time and according to the organization's priorities.

Al-Shumila and Shuaibi (2024) believe that talent management is an independent idea through which the organization relies on a set of integrated and interconnected activities and processes that work to possess talented human resources and develop, motivate and sustain these talented individuals by rewarding them according to their achievements, and transforming them into a source of its competitive advantage to achieve its goals efficiently and effectively.

Al-Ra'i (2024) believes that talent management is an activity based on attracting and retaining human elements with distinguished capabilities, developing their skills and potential, and managing their performance efficiently and effectively, which contributes to achieving the organization's competitive advantage to achieve its goals and strategic plan.

Talent Management Dimensions
1. Talent Attracting: Attracting talented workers is one of the most important criteria by which the quality of human resource management is judged, so leaders must focus on factors that help attract qualified workers, provide incentives, and achieve work-life balance (Casimiro Almeida & Coelho, 2017).

Mousa et al. (2021) defined talent attraction as a major mechanism concerned with attracting individuals who possess talent, capabilities, and high skills that are most compatible with the organization's current and future needs to continuously strengthen its competitive position.

Vieira et al. (2024) indicate that talent attraction is a very important aspect of talent management, as it determines the quality and suitability of individuals who join an organization, and in today's competitive labor market, organizations must develop effective strategies to attract highly qualified candidates who can contribute to its long-term success, and this involves not only offering competitive compensation, but also creating a convincing employer brand that is consistent with potential employees.

2. Talent development: Radwan (2020) sees talent development as the process of formulating and implementing specific strategies to develop and nurture talent in a manner consistent with the organization's talent management processes, ensuring that current and future talent needs are met to achieve organizational goals.

Kaliannan et al. (2023) indicate that organizations often outsource exclusive talent development rather than nurturing comprehensive talent. Exclusivity refers to the tendency of organizations to hire the best talent from outside the organization when the need arises, or if they have to source candidates from within the organization, and those who are identified as having the best performance are selected from among their elite group. Sayed et al. (2024) added that talent development aims to identify talented employees to develop their knowledge and personal skills through direct and indirect training and provide them with growth opportunities to meet current and future needs.

3. Talent performance management: Al Aina and Atan (2020) believe that talent performance management is an essential aspect of talent management, as it directly affects an organization's ability to attract and retain top talent, in addition to the fact that effective

talent management practices, including talent performance management, are closely linked to sustainable organizational performance.

According to Fulmer et al. (2023), talent performance management is an essential element of talent management, as it affects an organization's ability to attract, motivate, and retain outstanding talent, and it includes various forms of financial rewards, including base salary, bonuses, stock options, and benefits, which are designed to recognize and reward employee contributions, and effective compensation strategies are essential to maintaining a competitive advantage in the market and ensuring employee satisfaction and loyalty.

4. Talent Retention: Talent retention is the final step in talent management practices, and studies on talent retention have focused on talent retention, all of which are activities that help reduce high talent turnover, especially for high performers (Bolander et al., 2017).

Talent retention is of great importance in enabling an organization to survive and be competitive, and this is possible by implementing compensation and incentive practices to prevent employees from leaving their jobs (Bibi, 2019). Talent retention in modern organizations is achieved by spreading an organizational culture that supports and emphasizes the importance of talent in achieving sustainable development (Febrian & Sani, 2023).

Organizational Reputation

The origins of the concept of organizational reputation date back to the year (1997), where it was used to describe many different concepts. Despite the precise focus among researchers on describing organizational reputation, they did not agree on its concept, nor on identifying the components it included. However, most of them focused on the organization's reputation as honesty and mutual respect among a wide range of competing organizations, and accumulated over a long period, as it represents fleeting impressions related to multiple periods that the organization goes through (Bick et al., 2008).

Organizational reputation management refers to the activities carried out by the organization's leaders and spokespeople with the aim of positively influencing stakeholders' perceptions of the organization's qualities. Such activities then serve as signals that the organization has desirable characteristics compared to its competitors. Organizational reputation management covers activities traditionally included under headings such as public relations and public affairs, corporate identity, advertising and design (Carroll, 2016, 403).

The concept of organizational reputation in the public sector is a relatively new concept, and in the same context, organizational reputation in public administration poses a major challenge, as managing the reputation of public sector institutions is an emerging field of research, with practical implications that deserve a deeper exploration of the intangible assets related to the concept of organizational reputation, such as legitimacy, participation, corporate culture, social responsibility, social and human capital, transparency, building relationships and trust, and other concepts related to building a good reputation for government agencies (Al-Adwan and Al-Shami, 2021, 25).

Al-Naimi and Al-Khashab (2022) believe that organizational reputation is one of the competitive advantages through which the organization can distinguish and excel from others, and represents one of the types of intangible resources for the organization that provide positive benefits. Xiong et al. (2024) added that organizational reputation constitutes a fundamental pillar of sustainable success, and supports the organization's credibility and trustworthiness in the eyes of stakeholders, including customers, employees, investors, and the broader community. As such, maintaining and enhancing reputation is a priority for organizations, especially in an era were news and information travel very quickly.

Muhammad and Rashid (2022) define the organization's reputation as the opinions of stakeholders about the organization's overall evaluation as a result of providing valuable results. It is considered one of the organization's intangible assets to obtain a competitive advantage, which organizations are interested in forming and maintaining, due to its importance in survival, development, continuity, and its distinction from its competitors.

Organizational Reputation Dimensions
1. Quality service: The concept of service quality is a complex concept due to the characteristics of the service itself such as intangibility, inseparability, heterogeneity, etc., and service quality appears by comparing customers' expectations and perceptions of the service provided, so the same service provided can be considered of high quality by some customers and of low quality by other customers, in other words, service quality depends on the customers themselves (Saglik et al., 2014).

The importance of service quality is a priority in all organizations that work to succeed and increase their revenues, and service quality varies according to the quality of the products, as tangible products are used in planning their production, and in the field of intangible services, customers and employees deal with each other to find services and marketing, and this imposes on service providers to deal with customers in a different way (Abu-Nahel et al., 2020).

Quality service is an important tool for improving the competitiveness of the organization and thus achieving a competitive advantage and a unique reputation for the organization, as excellence in providing service certainly attracts the best human resources to the organization, and service quality contributes to improving the image and reputation of the organization in front of customers (Jamal al-Din, 2024).

2. Innovation: Current society focuses on innovation and entrepreneurship as symbols of progress and sustainable development, as they are seen as comprehensive solutions to societal challenges. However, priority is given to superficial and superficial innovation at the expense of real entrepreneurial efforts and the deep value of innovation in society. As a result, innovation and entrepreneurship are treated as ends in themselves, or as means to achieve economic growth, rather than focusing on their essential contributions to actually improving society (Hallonsten, 2023, 1).
The basic criterion for innovation policy is its ability to encourage and facilitate the flow of ideas across the economy and within national innovation systems, and to improve the possibilities for their successful combination and application. These ideas flow in many directions, often unexpectedly, and therefore innovation policy must be concerned with

encouraging the flow of ideas and enhancing the ability of organizations to receive and use them, and addressing the obstacles that prevent the establishment of effective links between the various actors in the field of innovation (Dodgson and Gan, 2024, 74).

Dodgson et al. (2014, 5) Innovation is both a result and a process; it is a fact and an action. Innovation includes the successful application of new ideas, which result from organizational processes that combine different resources to achieve this goal. The goals of creativity are summarized in producing positive results for organizations, their employees, customers, clients, and partners. Achieving these goals requires a process that creates, achieves, and captures innovative results by combining and coordinating resources. Legum et al. (2019, 1) define innovation as creating a new vision and new ideas that can be used to solve problems. Without a problem, there is no reason to innovate, and problems do not have to be clear. It is wonderful for an innovator to be able to "read between the lines" to know what customers or users want and give them what they really need. Innovators have the ability to create demand in the market where there was no demand before.

From Al-Harmoudi's point of view (2024), innovation is a broad concept that includes everything new and different that distinguishes the organization from others and gives it support in a competitive position and improves performance, whether the innovation is in the field of the product or in administrative, financial, marketing or other methods. Innovation is considered the use of a method to process the materials used in manufacturing products. Innovation or the use of a new method to provide a service to customers is considered innovation, or carrying out a new organizational activity is considered innovation. Therefore, innovation is linked to any new work or thing that the organization does, and it can be a new way to solve an existing problem. Innovation in the modern era is considered one of the most important elements in the era of globalization and competitiveness through which organizations can continue to flourish. Therefore, organizations currently pay great attention to the innovation process and are keen to provide training programs on innovation for employees, due to their belief that innovation is the optimal solution to improve products, introduce new products and the ability to compete in the era of globalization and accelerating technology (Raba'a et al., 2025, 84).

3. Mental Image: The simple concept of the term "organizational image" simply means the mental images that are formed in people's minds about different organizations. This image may be formed from direct or indirect experiences, may be rational or irrational, and may be based on evidence and documents, or on rumors and undocumented statements, but in the end, it represents a true reality for those who carry it in their heads (Ajwa, 1983, 6).

The concept of mental image as a term crystallized in the sixties of the last century when the American writer Lee Bristol wrote a book on the development of the organization's image, in which he explained the great impact that the mental image of organizations can have, which contributed to the spread of his concept among businessmen and circles associated with commercial organizations first, then its generalization in various political, media and professional fields (Khalaf, 2021, 74). A mental image is the accumulated stock of ideas, impressions and judgments in the human mind, which are formed as a result of direct or indirect sensory abilities towards an individual, group, organization or phenomenon. It is a mental process that leads to making decisions and judgments about things. This accumulated

stock of mental images is usually charged with emotion, so that these impressions and judgments are either negative or positive (Musa, 2014, 56-57).

4. Social Responsibility: The term social responsibility has different definitions and is constantly evolving, both in terms of meaning and practice. Perhaps the most detailed definition among the current definitions is that provided by the International Organization for Standardization (ISO), which describes social responsibility as the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development (Okafor et al., 2021).

Barauskaite and Streimikiene (2020) see socially responsible business as first and foremost smart business that not only ensures the long-term continuity of the company, but also brings quick and tangible benefits. Corporate social responsibility is a business model in which companies integrate social and environmental concerns into their operations and interactions with stakeholders. It reflects a company's commitment to operating in an economically, socially and environmentally sustainable manner. Environmental management refers to the responsible use and protection of the natural environment through conservation and sustainability practices (Eyo-Udo et al., 2024).

Relationship between Talent Management and Organizational Reputation
Some previous studies obtained by the researchers indicated the existence of a relationship between talent management (independent variable) and organizational reputation (dependent variable), which gives the study model theoretical support to subject it to testing.

There is a study by Ismail (2023) that aimed to investigate the impact of talent management on the organizational reputation of the Egyptian National Postal Authority, and the study focused on the various dimensions of talent management such as attracting, developing, and retaining talents. The results of the study showed that these dimensions have a direct and positive impact on the organization's reputation in its various dimensions, including social responsibility, service quality, and creativity, as the organization's reputation improves when institutions focus on attracting the best talents and continuously developing them through training and development, which leads to improving institutional performance and enhancing reputation.

The study by Al-Haroun and Al-Saed (2022) indicated that talent management has a positive and significant impact on the organization's reputation. It was concluded that attracting, discovering, developing, and retaining talents were all decisive factors in improving the reputation of the Jordanian Ministry of Foreign Affairs in the eyes of the public and other institutions. The results of the study showed that service quality and social responsibility are among the most prominent dimensions that were positively affected by talent management, which positively enhances the image of the ministry.

The study by Mahmoud et al. (2023) emphasized the importance of talent management in enhancing the organization's reputation in Egyptian tourism companies. The study concluded that the organization's reputation improves significantly when there are effective strategies to attract, develop, and retain talents. These factors contribute to raising the level

of service quality and creativity, which increases the organization's positive reputation in the market. Based on these results, the importance of paying attention to developing and training employees was emphasized as a strategic tool to improve reputation and enhance innovation within institutions.

In the study conducted by Rawat (2023) which aimed to explore the relationship between knowledge management and organizational reputation in the context of a higher education institution in Nepal with a special focus on examining the mediating effect of talent management in its dimensions (attracting talent, developing talent, and retaining talent). The study found that both talent management and knowledge management have a significant impact on organizational reputation, moreover, talent management partially mediates the relationship between knowledge management and organizational reputation.

There is also a study by Al-Awamleh (2024) which aimed to demonstrate the impact of talent management strategy on the reputation of Jordanian commercial banks in the presence of strategic intelligence, and it found that there is a significant impact of talent management strategy on the reputation of Jordanian commercial banks, as talent management dimensions such as attracting, developing, and retaining talent affect the reputation dimensions of these banks such as innovation and service quality, and it also indicated that strategic intelligence plays a strong mediating role in enhancing this effect, and increases the impact of talent management on their reputation, which means that the combination of effective talent management and the application of strategic intelligence contributes significantly to improving the reputation of banks and increasing customer confidence and loyalty.

Study Hypotheses

Based on the study questions and objectives, the study hypotheses can be identified as follows:

H1: There is a significant impact of talent management in its dimensions (talent attracting, talent development, talent performance management, and talent retention) on organizational reputation in its combined dimensions (quality service, innovation, mental image, and social responsibility) at Jordanian Social Security Corporation.

H2: There is a significant impact of talent management in its dimensions (talent attracting, talent development, and talent management) on quality service at Jordanian Social Security Corporation.

H3: There is a significant impact of talent management in its dimensions (talent attracting, talent development, talent performance management, and talent retention) on innovation at Jordanian Social Security Corporation.

H4: There is a significant impact of talent management in its dimensions (talent attracting, talent development, talent performance management, and talent retention) on mental image at Jordanian Social Security Corporation.

H5: There is a significant impact of talent management in its dimensions (talent attracting, talent development, talent performance management, and talent retention) on social responsibility at Jordanian Social Security Corporation.

Method
Sample
The study population consists of managers in the Jordanian Social Security Corporation. The researchers selected a simple random sample of these managers and distributed an electronic questionnaire to them. 113 questionnaires were returned and were valid for analysis.

Study Tool
To collect the necessary data for the study in terms of the levels of dimensions of its variables and to test its hypotheses, the researchers developed a questionnaire after extensively reviewing previous studies on its variables. The questionnaire contained 40 items distributed over the independent and dependent variables, 20 items, and each dimension of the variables was covered by 5 items. The questionnaire was distributed electronically to the managers in the study sample.

Results
Table 1 displays the results of the descriptive analysis of the study data related to its items. The results indicate that there is internal consistency of the data, which means the reliability of its scales with regard to the independent variable (talent management) and the dependent variable (organizational reputation), as the alpha values ranged between 0.89 as the lowest value for the social responsibility scale, and the highest value of 0.95 for the talent retention scale. The alpha values exceeded 0.70, which is the lowest acceptable reliability value (Sekaran & Bougie, 2016, 290). As for the average values of organizational reputation dimensions, they were all at medium levels of importance, ranging between 3.32 for talent retention as the lowest value and a standard deviation of 0.90 and 3.53 as the highest value for talent performance management and a standard deviation of 0.81.

Table 1
Descriptive Statistics Analysis

Dimension	Items	Alpha	Mean	Std. deviation
Talent attracting	5	0.92	3.42	0.84
Talent development	5	0.94	3.42	0.92
Talent performance management	5	0.92	3.53	0.81
Talent retention	5	0.95	3.32	0.90
Quality service	5	0.92	3.86	0.71
Innovation	5	0.91	3.59	0.83
Mental image	5	0.91	3.76	0.72
Social responsibility	5	0.89	3.82	0.70

Looking at the multiple regression analysis outputs H1 shown in Table 2, it is noted that there is a significant impact of talent management on organizational reputation, as the value of $R^2=0.63$ and the value of F=45.22 with a significance level of Sig.=0.00. This information indicates that the variance in organizational reputation is due to talent management by 63%. The coefficient values in Table 2 also indicate that the dimension that caused this impact is talent performance management with a value of B=0.36 and a value of T=3.40 and a significance level of Sig.=0.00, while the rest of the dimensions were not significant because their significance level exceeded 0.05.

Table 2

Impact of talent management on organizational reputation

Variable	B	T	Sig.
Talent attracting	0.03	0.26	0.80
Talent development	0.17	1.76	0.08
Talent performance management	0.36	3.40	0.00
Talent retention	0.11	0.98	0.33
R^2 =0.63 F=45.22	Sig.=0.00		

H2, H3, H4, and H5, were tested by simple regression. Table 3 shows the output of H2, which includes the impact of talent management on quality service. The results showed that there is a significant impact of talent management on quality service with an explanation rate of 41% at a significance level of Sig.=0.00.

Table 3

Impact of talent management on quality service

R^2	B	F	Sig.
0.41	0.56	76.01	0.00

Table 4 shows the output of H3, which includes the impact of talent management on innovation. The results showed that there is a significant impact of talent management on innovation with an explanation rate of 69% at a significance level of Sig.=0.00.

Table 4

Impact of talent management on innovation.

R^2	B	F	Sig.
0. 69	0.84	245.70	0.00

Table 5 shows the output of H4, which includes the impact of talent management on mental image. The results showed that there is a significant impact of talent management on mental image with an explanation rate of 54% at a significance level of Sig.=0.00.

Table 5

Impact of talent management on mental image.

R^2	B	F	Sig.
0.54	0.73	129.39	0.00

Table 6 shows the output of H5, which includes the impact of talent management on social responsibility. The results showed that there is a significant impact of talent management on social responsibility with an explanation rate of 43% at a significance level of Sig.=0.00.

Table 6

Impact of talent management on social responsibility

R^2	B	F	Sig.
0.43	0.65	82.07	0.00

Discussion

This study investigated the impact of talent management on organizational reputation at Social Security Corporation in Jordan. The study results indicated that there are medium levels of talent management dimensions (talent attracting, talent developing, talent management performance, and talent retaining). The management of the organization strives to use different sources of human talents by providing rewarding incentives to appoint talented people, and it also sets appropriate plans to develop talented employees by reviving the spirit of competition among them. It also works to provide regular reports on its talented employees, and it retains talented people by showing interest in them.

On the other hand, the results indicated that there are high levels of the dimensions of the organizational reputation by focusing on providing high-quality service and providing the appropriate conditions for presenting innovative ideas, which is reflected in forming a positive mental image among those dealing with the organization, in addition to the organization's contribution to the development of the community in which it operates, which is positively reflected in its reputation.

The results of the study indicated that there is a significant impact of talent management on organizational reputation. The institution's acquisition of a positive reputation in its community is due to its focus on increasing the motivation of its talented employees by empowering them, providing mechanisms to discover the talents of employees, as well as placing the talented in leadership positions appropriate to their skills, in addition to providing effective communication channels between the talented.

This study contributes through its results to increasing managers' awareness of the importance of managing talent in terms of attracting, developing and retaining them, which positively contributes to achieving the corporation's reputation.

Recommendations

1. Increase the Social Security Corporation's interest in responding to the needs of the talented by identifying these needs, especially with regard to creative ideas and how to transform them into practical reality in the form of innovative products.
2. Develop mechanisms to discover talented employees through dialogue sessions and brainstorming supported by material and moral incentives.
3. Establish a specialized department for talent management in the corporation whose mission is to follow up on their affairs and identify their needs.
4. Encourage innovation by providing a suitable environment for the work of the talented and allocating a budget for research, development and updating the technologies used by talented employees.

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