

# The Impact of Talent Management on Competitive Advantage: The Moderating Role of Organizational Ambidexterity at Jordanian Commercial Banks

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## Abstract

Competitive advantage has become imperative for Jordanian commercial banks due to the dynamic and unstable environmental conditions, as well as the challenges that modern organizations encounter, rapid shifts in the market, and the intensity of the competitive environment. Moreover, talent management is a key concept that has become critical to handling environmental instability and uncertainty; therefore, more in-depth studies are extremely required. The current study aimed to identify the impact of talent management on competitive advantage through organizational ambidexterity at Jordanian commercial banks. The study population consisted of (640) managers at the upper and middle levels of management in (12) banks. The study used an equal stratified random sampling method, where (264) questionnaires were distributed, (22) questionnaires per bank, of which (241) were valid for analysis. The study relied on the quantitative approach (descriptive-analytical method) to achieve the study objectives. The study used SPSS program to test hypotheses. The study reached a set of results, the most prominent of which was: The relative importance level of all study variables and dimensions was high at Jordanian commercial banks. The results also showed a significant impact of talent management in their dimensions (talent attraction, talent development, talent retention, and performance management) on competitive advantage at Jordanian commercial banks. The study results also indicated a significant impact of organizational ambidexterity as a moderating variable between talent management and competitive advantage at Jordanian commercial banks.

**Keywords:** Talent Management, Organizational Ambidexterity, Competitive Advantage, Jordanian Commercial Banks.

## Introduction

Contemporary business organizations operate in a business climate filled with several challenges as well as rapid advances in a variety of domains such as economic, social, technological, etc. Globalization and intense competition have compelled it to seek

dynamism, flexibility, and agility in adapting to these changes. Jordanian commercial banks significantly contribute to economic development, technological advancement, job creation, and economic performance in sectors like business, trade, education, and healthcare by providing funding and enhancing local economies.

Talent management is crucial in a complex, unpredictable environment, enabling organizations to adapt quickly to market fluctuations and customer demands. Rapid changes in the business environment have sparked interest in talent management. On the other hand, talent management and organizational ambidexterity enable contemporary organizations to sense, respond to, and adapt to environmental changes, ensuring a competitive advantage. Industries are getting more complicated and ever-changing, as well as increasingly global as new; innovative rivals penetrate existing markets, threatening the perceived benefits of major businesses (Wheelen et al., 2018, 148).

Strategic management focuses on achieving and retaining a competitive advantage, which refers to an organization's exceptional performance compared to competitors, indicating a unique advantage. (David, 2011, 9). Depending on the resource-based view (RBV) (Barney, 1991) and dynamic capabilities theory (DC) (Teece et al., 1997), resources and skills are critical in developing differentiated resources and dynamic capabilities. These thoughts enable organizations to recognize and deal with challenges, making them difficult for competitors to imitate.

Competitive advantage (CA) is a sustainable form that can be generated from many theories, such as Porter's generic strategies (1985) and the resource-based review (Barney, 1986), which can also be rooted in the theory of the knowledge-based review (KBV). Moreover, Organizations face a debate on adapting to change. Some argue that most are ineffective and fail, while others learn and adapt. Recent research suggests dynamic capabilities and ambidexterity as key factors in long-term competitive advantage (O'reilly & Tushman, 2008). Therefore, the main contribution of this study is to demonstrate the impact of talent management on competitive advantage, with the presence of organizational ambidexterity as a moderating variable at Jordanian commercial banks.

Based on those arguments, this study is an attempt to fill a research gap by measuring the impact of talent management and organizational ambidexterity on competitive advantage at Jordanian commercial banks. The study adopted previous literature as a background for its variables and adopted the quantitative analytical approach to measure the expected effect between the variables through the statistical program SPSS. The study aligns with key literature and theories to support hypothesis development. Next, the methodology is illustrated, followed by data analysis. Then move toward the results and discussion, as well as the conclusions and recommendations. Formally, the main research question is: what is the impact of talent management on competitive advantage through organizational ambidexterity as a moderating variable at Jordanian commercial banks?

**Theoretical Framework***Talent Management*

David Watkins introduced talent management in 1998, highlighting the importance of talent management in organizations. To retain and maintain these talented individuals, they should be given more responsibility and independence (Lewis & Heckman, 2006).

Talent management is a strategic approach to improve workplace efficiency by attracting, developing, and retaining skilled individuals. It involves stages like attraction, acquisition, and on boarding, and focuses on training, coaching, mentoring, career management, and leadership development (Groenewald et al., 2024).

Moreover, talent management is crucial for a company's success, attracting, retaining, and exploiting talent. Poor practices can hinder full potential. Organizations should invest in competencies, empower employees, and align performance with strategy (Anik et al., 2023). In the same context, Talent management is a strategic approach to human resource management, focusing on individuals with KSAs to attract, develop, and retain skilled personnel, enhancing efficiency and performance in various businesses. (Happy, 2024).

Accordingly, Happy (2024) considered talent management as a critical human resource challenge aimed at attracting, recruiting, managing, and retaining competent employees, reducing turnover and increasing engagement, involving both physical and psychological involvement. Talent management is a crucial 21st-century process for businesses, involving recruitment, development, and career planning to build a qualified talent pool, enhance performance, and reduce external acquisition costs (Ibrahim, 2023). Moreover, Talent management philosophy focuses on identifying, developing, and retaining individuals with potential for success within an organization through training, mentoring, and fostering a growth-oriented work environment (Kristanto et al., 2024). Talent management involves recruitment, performance management, and remuneration, utilizing strategic systems, talent reservoir approaches, and the talent lifecycle for long-term competitive advantages in attracting, developing, retaining, and motivating talent (Kareem et al., 2021).

Talent management involves identifying positions that contribute to talent pool development, human resource architecture, and an organization's competitive advantage. It includes dimensions like succession planning, talent attraction, retention, and training, covering external and internal talents (Shamaileh et al., 2021). Dessler (2020) defined talent management as a "goal-oriented process that involves planning, recruiting, selecting, developing, managing, and compensating employees, often using talent management software to coordinate functions".

Kwon and Jang (2022) explored talent management, a complex field involving identifying, valuing, and nurturing high-performing employees, addressing tensions between inclusive and exclusive approaches and potential negative effects. Essentially, talent management entails attracting, selecting, developing, and retaining top performers in strategic positions. It recognizes and supports those who excel at specialized tasks, allowing them to push the boundaries and share their expertise with others (Scullion & Collings, 2011).

The Resource-Based View (RBV) is a core principle in talent management, emphasizing the importance of investing in and nurturing individuals for innovation and performance (Ahmed et al., 2022).

### **Talent Management Dimensions**

#### *Talent Attraction*

Armstrong (2006) emphasizes the significance of talent management in organizations, stating that internal and external recruitment, both internal and external, is crucial for competitive performance, employee morale, and organizational success, with employer branding playing a vital role.

Attraction strategy is a strategy used to attract talent to organizations, promote services, and maintain a good reputation. It involves identifying talent sources, selecting the best applicants, and ensuring the accuracy and quality of staff selection processes (Khasawneh et al., 2020). Furthermore, Recruiting top talent in a complex corporate setting requires various communication channels, company culture, employer brand, talent management, and flexible compensation systems (Epebinu et al., 2023). Talent management involves strategic employer branding, aligning recruitment processes with values and culture, and focusing on internal and external candidates to enhance reputation and perceived stature (Al-Oumi1 & Al Doubi, 2021).

#### *Talent Development*

Modern learning practices are questioned for effectiveness in employee development and performance, necessitating knowledge management and continuous innovation, with a new approach focusing on employee learning (Patel et al., 2023). Talent Development Strategy involves employee selection, program design, skill description, and time allocation, with analytical methods for evaluation and organizational management support for effective development (AlQdeimat & Alkshali, 2023).

Epebinu et al. (2023) declared that talent development process involves attracting and retaining potential employees through on-the-job activities, training, career management, succession planning, coaching, mentoring, and leadership development, with Human Resource functions handling operations. Moreover, talent development enhances skills and abilities by offering various training opportunities to both new and existing workforce, resulting in a more productive and valuable workforce (Thapa, 2023).

However, talent management maximizes company personnel's potential through ongoing learning and development strategies, including performance, perception, and behavior changes, with corporate universities playing a crucial role (Al-Oumi1 & Al Doubi, 2021).

Furthermore, talent development is vital for enhancing organizational performance and productivity; ensuring employees are competent and capable of contributing to the organization's success (Happy, 2024).

#### *Talent Retention*

Talent retention is the process of motivating and retaining talented employees to remain with a company for extended periods (Happy, 2024). Talent retention involves retaining talented individuals for longer periods, addressing psychological and physiological needs.

Organizations should invest in a good rewards system to attract and retain talent, enhancing performance (Rabbi et al., 2015).

Moreover, Employee retention is a key strategy for businesses, involving effective talent management to motivate and retain valuable personnel despite global competition and the need for suitable replacements (Anik et al., 2023; Ibrahim, 2023).

Deloitte's research emphasizes the significance of attracting and retaining high-quality personnel, highlighting the need for effective retention strategies that include talent management, global talent sourcing, and compensation (Kareem et al., 2021). Finally, organizations must invest in talent retention, considering factors like benefits, compensation, location, intrinsic incentives, and professional growth opportunities, to maintain competitiveness (Tunio et al., 2024).

### *Performance Management*

Performance management is a crucial aspect of human resource management, aiming for organizational growth and improvement through objectives, monitoring, feedback, and coaching, benefiting employees and organizations (Ashtalkoska et al., 2023). Muhammad et al. (2021) considered that performance management is crucial for firms as it ensures employees work hard, sets expectations, and motivates them to perform their duties effectively, thereby consistently improving organizational performance. Moreover, performance management (PM) focuses on employee actions affecting organizational contribution, involving organizational, personnel, and integrated management models to develop connections, identify talent, plan learning, and maximize organizational talent (Karalar & Atay, 2020).

### **Competitive Advantage**

#### *Concept of Competitive Advantage*

Michael Porter's seminal work *Competitive Strategy* in 1980 significantly shaped the development of strategic management, providing practical analytical frameworks and transforming it into a recognized field of academic study and management practice (Stonehouse & Snowdon, 2007).

Wang et al. (2011) explored internal sources of competitive advantage, highlighting the role of effective management practices in an organization's structure, procedures, culture, and personnel. It aims to link these benefits to assets, skills, and core competencies, ensuring customer satisfaction. The business world faces intense competition, causing market share loss. To maintain profitability, businesses must create advantages through cost leadership, centralization, and product differentiation (Hamidizadeh & Taheri, 2013).

Competitive advantage is achieved when an organization develops or acquires features that outperform competitors. Theories like the Market Based View (MBV) and Resource-Based View (RBV) have contributed to understanding this concept. Market-based theory, developed by Bain and Porter, focuses on external factors, while resource-based theory emphasizes the importance of an organization's internal environment (Ansoff, 1956; Bain, 1968; Porter, 1980). Chandler's contributions to resource-based strategic theory further solidify these theories (Chandler, 1962).

Globalization, innovation, and sustainability challenge strategic management. Theories like population ecology, institution theory, and strategic choice perspective explain organizational adaptation. Companies shift from vertical to horizontal management to quickly adapt (Wheelen et al., 2018).

This study posits that a firm's competitive advantage is not solely derived from lower prices and quality products but also from its ability to attract, develop, and retain high-performing employees. (Barney, 1991). Barney, Lippman, Rumelt, and Porter are key figures in understanding competitive advantage. Barney (1991) defines it as a firm employing a value-creating strategy that is not used by competitors, with sustenance dependent on competitive duplication. Lippman and Rumelt (1982) argue that a competitive advantage only exists after efforts to reproduce it have ceased. Porter (1999) defines it as cheaper costs than rivals or the ability to adjust prices with a premium that surpasses value added by price change.

Competitive advantage is achieved by an organization outperforming competitors, studied since the 1960s through theories like Market-Based View, Resource-Based View, core competencies, and relational strategy. The Resource-Based View of the Firm categorizes resources into physical, monetary, human, organizational, and technology, with strategically important resources providing a competitive edge (Wang, 2014).

### **Dimensions of Competitive Advantage**

Previous studies have examined several dimensions of competitive advantage, including quality, cost, flexibility, responsiveness, delivery, and innovation. The current study examined some of these dimensions, based on the study population and the research problem, as follows: quality, innovation, and responsiveness.

#### *Quality*

Wheelen et al. (2018) defines quality as product performance that meets customer expectations, meets customer needs the first time and every time, and gets the job done right the first time. Kotler and Keller (2012) defined quality as the processes organizations follow to achieve competitive advantage, focusing on customer satisfaction and development within their processes. This leads to a competitive advantage, distinguishing organizations from others and achieving desired goals.

A product's quality is determined by its shape, functionality, durability, dependability, appearance, and design. Customers assess it based on excellence and reliability. Reliability in quality is crucial for a product's consistency and value (Hill et al., 2020, 95- 96). Moreover, High-quality products satisfy customer preferences, increasing production and sales income. Perceived quality refers to customers' perception of a product's superiority. High-quality products are reliable, effective, and unique, increasing customer value. Higher-quality services lead to increased productivity and sales (Hosseini et al., 2018; Battour et al., 2021).

#### **Innovation**

Schumpeter was one of the first to focus on the importance of new products as economic stimulants. He added that innovation is the presence of new knowledge, which leads to the application of products and services (Trott, 2017). Innovation is a key factor in gaining a competitive advantage in the technology and communications sector. Organizations must

adapt to internal and external factors to maintain a sustainable advantage, maximize profits, and attract a large customer base. By focusing on innovation, they can gain market share and maintain their competitive edge, ensuring relevance in today's competitive landscape (Janakova & Zatrochova, 2015, 92).

Process and product innovation are key to an organization's competitive advantage, focusing on new manufacturing methods and improved products. Innovation leads to unique advantages, lower unit costs, differentiation, and premium pricing (Hill et al., 2020, 97). Furthermore, Innovation is the process of developing new products or methods, providing distinct benefits that set a company apart from competitors. It can be process innovation, which reduces production costs, or product innovation, which strengthens pricing power (Hosseini et al., 2018).

### *Responsiveness*

Effectively identifying and meeting customer needs gives a business a competitive edge through differentiation. This is known as customer responsiveness. According to Gupta (2012), Kamardi et al. (2022), and Hill et al. (2020), this entails creating novel products, enhancing product quality, and creating solutions to satisfy the needs of individuals or groups. Better design, excellent customer support, and post-purchase services are other signs of heightened consumer responsiveness. Each of these factors improves an organization's ability to meet customer requests and distinguishes it from competitors that are less responsive (Kang, 2018; Hill et al., 2020).

### *Organizational Ambidexterity*

Duncan (1976) emphasized organizational dexterity by breaking ordinary labor into creative activities and constructing dual structures for various tasks, with a focus on flexibility, stability, and cycling between structures during exploration and exploitation phases. March (1991) underlined the importance of maintaining a balance between exploitation and exploration activities in organizational learning to avoid stagnation and costly trials. The "trade-off" between exploration and exploitation slows current development and lessens the appeal of trying out new talents.

Duncan (1976) proposed that companies acquire ambidexterity by adapting their structures over time to fit with their goal. Tushman and O'Reilly (1996) proposed that sequential ambidexterity may be counterproductive in times of fast change, and that businesses should investigate and exploit at the same time. Gibson and Birkinshaw (2004) proposed that organizations can be ambidextrous by incorporating elements that allow people to choose how they spend their time between exploratory and exploitative activities.

Organizational ambidexterity is a balanced approach to exploitation and exploration that allows businesses to effectively handle competing demands while adjusting to new problems and possibilities, displaying flexibility in managing current business requirements (Gibson & Birkinshaw, 2004). Organizational ambidexterity refers to a company's ability to investigate established technology as well as new markets at the same time, with an emphasis on efficiency, control, and gradual improvement while demanding flexibility and experimentation.

O'Reilly and Tushman (2008; 2011) emphasized the importance of understanding organizational ambidexterity, which involves decentralization, differentiation, and complex trade-offs, for survival. Balancing efficiency and variation requires alignment of competencies, structures, cultures, contrasting exploitation, and flexible senior leadership. Furthermore, Ambidexterity is the ability to simultaneously explore and exploit capabilities. It involves two separate learning tasks: exploitation for decision-making and strategy planning, and exploration for risk-taking, risk-taking, and innovation (Batra & Dhir, 2023).

Talent management involves strategic employer branding, aligning recruitment processes with values and culture, and focusing on internal and external candidates to improve reputation and perceived stature (Birkinshaw & Gupta, 2023).

Cao (2009) and Clauss (2021) have both contributed to the understanding of organizational ambidexterity, a management concept that involves a firm's dual orientation towards exploration and exploitation. This strategy aims to maximize returns and ensure sustainable growth by balancing activities for both, focusing on exploitation for continuous improvement and exploration for market opportunities. Both strategies involve low risk and high employee commitment.

## Research Model and Hypothesis Development

### Research Model

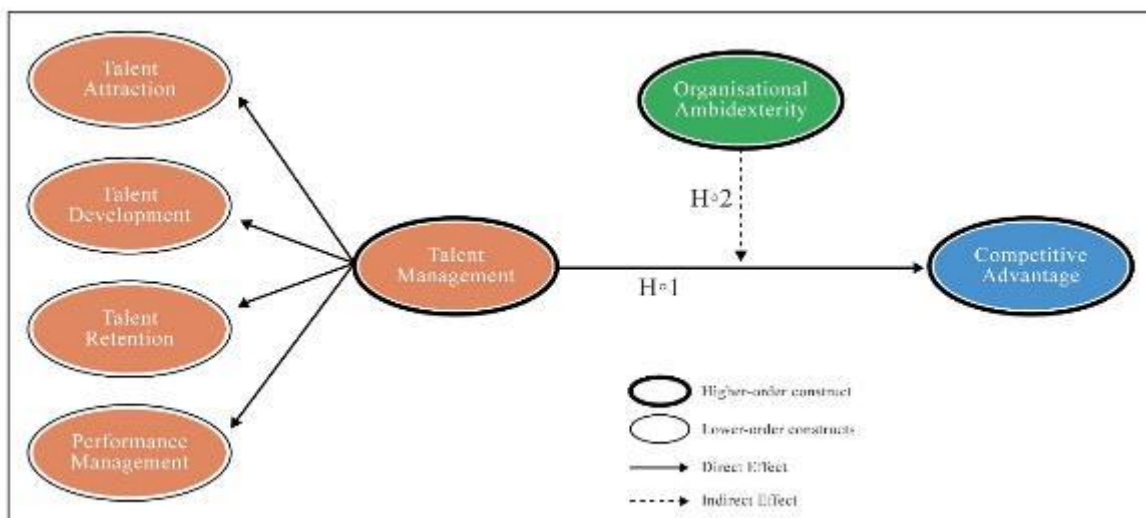


Figure 1 The proposed research model

## Hypothesis Development

### Talent Management and Competitive Advantage

Several previous studies have examined the relationship and impact between talent management and competitive advantage. The most notable are: Al Nsour and Tayeh (2018) assessed the impact of talent management on competitive advantage at Jordanian commercial banks. Results showed moderate talent management practices, high competitive advantage achievement in quality, flexibility, differentiation, and cost. Abiwu and Martins (2024) revealed that integrated talent management practices enhance sustainable competitive advantage and guide policy-making in higher education institutions.

Egwakhe et al. (2023) found that a positive workplace culture significantly moderates the relationship between talent management and competitive advantage in top ten Lagos State deposit money banks. Moreover, Al-Haraisa et al. (2023) explored the influence of talent management practices on Jordanian insurance companies' competitive advantage, emphasizing the significance of talent development, retention, and employee feedback.

Ibrahim and Daniel (2018) examined the impact of talent management on Human Resources Management and employee retention in Nigerian organizations. It highlights strategies for talent management, its competitive advantage, and its benefits. Moreover, Le et al. (2023) explored the influence of talent management and university collaboration on innovation and competitive advantage in Vietnam's Science Parks, revealing network attraction significantly influences talent attraction and knowledge-enhancing activities. Tei and Benmouhoub (2021) found that high levels contribute to a competitive advantage, suggesting companies should invest in talent and intellectual capital for success.

Furthermore, Egwakhe et al. (2023) revealed that workplace culture significantly moderates the relationship between talent management and competitive advantage in top ten deposit money banks in Lagos State. It recommends banks foster a positive work environment to sustain competitive advantage. Finally, Almaaitah et al. (2015) explored the influence of core talent management principles on competitive advantage in Jordanian cellular communications companies, revealing alignment with strategy, functional skills, comprehensive talent management, and investment in talent deposits.

Consequently, the following hypothesis follows:

*Ho1. There is no statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of talent management, in terms of its dimensions (talent attraction, talent development, talent retention and performance management) on competitive advantage at Jordanian commercial banks.*

#### *Organizational Ambidexterity Mediates the Relationship between Talent Management and Competitive Advantage at Jordanian Commercial Banks*

Previous research on the impact of talent management and organizational ambidexterity on competitive advantage found no association, despite their critical importance in obtaining a competitive position.

Consequently, the following hypothesis follows:

*Ho2: There is no statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of organizational ambidexterity on improving the impact of talent management, in terms of its dimensions (talent attraction, talent development, talent retention and performance management) on competitive advantage at Jordanian commercial banks".*

#### **Research Method**

This study is applied in nature, explanatory in purpose, non-contrived in planning and control, and cross-sectional in time (Sekaran & Bougie, 2016, 235). It is a quantitative study in terms of mechanism and procedures (Saunders et al., 2016, 175). This study used a quantitative approach to analyze the impact of talent management and organizational ambidexterity on

competitive advantage at Jordanian commercial banks. Data was collected from top and middle management members using a questionnaire.

The study population consisted of managers at the top and middle management levels at Jordanian commercial banks, which number (12) banks, according to the Jordanian Banks Association for the year 2024. The number of managers in these banks reached (640).

The study adopted the equal stratified random sampling method to determine the sample from the study population. A sample drawn from managers in each of the Jordanian commercial banks. The sample size representing the study population was (264) managers (Sekaran & Bougie, 2016, 263). The researcher distributed twenty-two questionnaires for each bank, of which (255) were retrieved and (241) were valid for analysis, with a percentage of 92% (Sekaran & Bougie, 2016).

### Measurement Model Evaluation

#### *Multicollinearity Test*

Table (8-4) shows the Pearson correlation coefficient matrix for the dimensions of the independent variables.

Table 1

#### *Correlations*

Construct	TA	TD	TR	PM	OA
TA	1				
TD	.689**	1			
TR	.677**	.732**	1		
PM	.660**	.740**	.740**	1	
OA	.571**	.668**	.618**	.688**	1

*Note:* TA = talent attraction, TD = talent development, TR = talent retention, PM = performance management, OA = organizational ambidexterity.

\*\* Correlation is significant (less than 0.80).

Table (1) shows Pearson's correlation coefficients between the independent sub-variables, as it was found that they are all less than (0.80), which indicates the absence of the phenomenon of multicollinearity between the independent variables, and therefore the sample is free from the problem of high multicollinearity (Montgomery et al., 2012, 45).

To confirm this, the variance inflation factor was calculated for each independent variable to ensure multiple linear correlations.

Table 2

#### *Results of the multiple correlations*

Construct	VIF	Tolerance
Talent Attraction	2.120	.472
Talent Development	4.644	.215
Talent Retention	3.559	.281
Performance Management	3.178	.315

Table (2) shows that all VIF values are greater than (1) and less than (10), and that all Tolerance values are greater than (0.10), indicating the absence of a linear correlation between the independent variables (Sekaran & Buogie, 2010, 351).

### *Descriptive Statistics*

Table 3

#### *Descriptive Statistics*

Construct	Mean	Standard Deviation	Skewness	Kurtosis
Talent Management	4.0934	.57693	-.409	-.251
Competitive Advantage	4.1864	.58959	-.562	-.456
Organizational Ambidexterity	3.9933	.71518	-.433	-.408

Table 3 shows high relative importance of talent management, with an arithmetic mean of 4.0934. The overall average of the dependent variable (Competitive Advantage) is also high, with a value of 4.1864. The moderating variable (Organizational Ambidexterity) is also highly important, with an overall average value of 3.9933.

### *Reliability*

The reliability coefficient assesses the internal consistency and stability of questionnaire questions used to assess qualities. The Cronbach Alpha Coefficient was calculated based on the study variables and participant replies to questions about talent management, competitive advantage, and organizational ambidexterity to confirm the study tool's dependability.

Table 4

#### *Reliability*

Construct	Cronbach's Alpha
Talent Attraction	0.796
Talent Development	0.828
Talent Retention	0.848
Performance Management	0.860
Talent Management	0.942
Competitive Advantage	0.763
Organizational Ambidexterity	0.954

Table 4 displays internal consistency coefficient values for study items, ranging from .954 for organizational ambidexterity to .763 for competitive advantage. All alpha values exceed the minimum acceptable percentage for statistical analysis, indicating consistency between study tool paragraphs and reliability. A reliability coefficient value less than 0.60 is weak, within 0.70 is acceptable, and above 0.80 is good, making the study tool's consistency coefficients valid indicators (Sekaran & Bougie, 2016, 184).

### **Hypothesis Testing**

#### *Testing the First Hypothesis*

Ho1: There is no statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of talent management, in terms of its dimensions (talent attraction, talent development, talent retention and performance management) on competitive advantage at Jordanian commercial banks.

To arrive at the results of testing the first hypothesis, the preliminary data obtained from the study sample members were analyzed using the "standard multiple linear regression" test, as follows:

Table 5

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 <sup>a</sup>	.439	.429	.44547	.439	46.104	4	236	.000

Table 6

*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.416	.212		6.687	.000		
1 TA	.254	.068	.264	3.715	.000	.472	2.120
TD	.151	.095	.167	1.591	.113	.215	4.644
TR	-.013	.083	-.014	-.152	.879	.281	3.559
PM	.283	.078	.316	3.634	.000	.315	3.178

a. Dependent Variable: competitive advantage

Note: TA = talent attraction, TD = talent development, TR = talent retention, PM = performance management.

Table (5) indicates a high correlation between talent management and its dimensions (talent attraction, talent development, talent retention and performance management) and competitive advantage at Jordanian commercial banks. The correlation coefficient value reached ( $R = 0.662$ ). It is evident that competitive advantage can be explained by the variance in the dimensions of talent management, with an explanatory power of ( $R^2 = 0.439$ ). The calculated F value was (46.104) with a significance level of (0.000), which is less than (0.05). The coefficient table shows that the beta value for the talent attraction dimension reached (0.264), and the T value was (3.715), with a significance level of (0.000), which is less than (0.05), indicating that this dimension is significant. The beta value for the talent development dimension was (0.167), and the t value was (1.591), with a significance level of (0.113), which is higher than 0.05, indicating that this dimension is not significant. The beta value for the talent retention dimension was (-0.014), and the t value was (-0.152), with a significance level of (0.879), which is higher than (0.05), indicating that this dimension is not significant. The beta value for the performance management dimension was (0.316), and the t value was (3.634), with a significance level of (0.000), which is less than (0.05), indicating that this dimension is significant.

Based on the above, the first main null hypothesis cannot be accepted, and we accept the alternative hypothesis, which states: "There is statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of talent management, in terms of its dimensions (talent attraction, talent

development, talent retention and performance management) on competitive advantage at Jordanian commercial banks."

### *Testing the Second Hypothesis*

Ho2: There is no statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of organizational ambidexterity on improving the impact of talent management, in terms of its dimensions (talent attraction, talent development, talent retention and performance management) on competitive advantage at Jordanian commercial banks."

To arrive at the results of testing the second main hypothesis, the "Hierarchical Multiple Regression" test was used. Table (7) shows this:

Table 7

#### *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 <sup>a</sup>	.439	.429	.44547	.439	46.104	4	236	.000
2	.789 <sup>b</sup>	.623	.615	.36572	.185	115.148	1	235	.000

a. Predictors: (Constant), T4, T1, T3, T2

b. Predictors: (Constant), T4, T1, T3, T2, OA

Table 8

#### *Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.416	.212		6.687	.000		
	TA	.254	.068	.264	3.715	.000	.472	2.120
	TD	.151	.095	.167	1.591	.113	.215	4.644
	TR	-.013	.083	-.014	-.152	.879	.281	3.559
	PM	.283	.078	.316	3.634	.000	.315	3.178
2	(Constant)	1.192	.175		6.804	.000		
	TA	.180	.057	.187	3.182	.002	.465	2.152
	TD	.034	.079	.037	.428	.669	.211	4.735
	TR	-.058	.068	-.064	-.852	.395	.280	3.573
	PM	.074	.067	.083	1.110	.268	.288	3.472
	OA	.511	.048	.620	10.731	.000	.480	2.082

a. Dependent Variable: CA

Note: TA = talent attraction, TD = talent development, TR = talent retention, PM = performance management, OA = organizational ambidexterity.

Table (7) shows the results of the hierarchical multiple regression analysis using two models. The first model showed a correlation coefficient of 0.662, indicating a positive and high correlation between talent management in its dimensions and competitive advantage at Jordanian commercial banks. The results also indicated a coefficient of determination of 0.439 and an F-value of 46.104 at a significance level of 0.000. This indicates the significance of the regression in the first model and indicates that talent management explained 43.9 % of the variance in competitive advantage at Jordanian commercial banks.

In the second model, the moderator variable (organizational ambidexterity) was included. The change in the coefficient of determination was 0.185, and the change in F-value was 115.148, at a significance level of 0.000. This indicates the significance of the change, and that organizational ambidexterity explained 0.18.5% of the variance in competitive advantage at Jordanian commercial banks. The analysis of the second model revealed that the coefficient of determination (0.623) at F (115.148) and a significance level of (0.000), indicating the significance of the regression in the second model. This means that talent management, with its dimensions and organizational ambidexterity, explained 62.3 % of the variance in competitive advantage at Jordanian commercial banks. The results of the coefficient table for the second model also indicated that the beta value for the talent attraction dimension reached (0.187) and the t value (3.182) at a significance level of (0.002), indicating that this dimension is significant. The beta value for the talent development dimension reached (.037) and the t value (.428) at a significance level of (0.669), indicating that this dimension is not significant, while the beta value for the talent retention dimension reached (-.064) and the t value (-.852) at a significance level of (.395), indicating that this dimension is not significant. Also the beta value for the performance management dimension reached (.083) and the t value (1.110) at a significance level of (.268), indicating that this dimension is not significant. It was also found that the beta value for the moderating variable (organizational ambidexterity) reached (0.620) and the t value reached (10.731) at a significance level of (0.000), indicating that this dimension is significant.

Based on the above, we cannot accept the second main null hypothesis and accept the alternative hypothesis, which states that "There is statistically significant impact at a significance level ( $0.05 \geq \alpha$ ) of organizational ambidexterity on improving the impact of talent management, in terms of its dimensions (talent attraction, talent development, talent retention and performance management) on competitive advantage at Jordanian commercial banks."

## Discussion

The current study examines the impact of talent management on competitive advantage through the moderating role of organizational ambidexterity at Jordanian commercial banks. According to the findings of this study, talent management has a statistically significant impact on competitive advantage at Jordanian commercial banks. (confirms the first main hypothesis H1).

This result is consistent with the studies of (Al Nsour and Tayeh, 2018; Tei et al., 2021; Egwakhe et al., 2023; Almaaitah et al., 2015), which examined the impact of talent management on competitive advantage. Furthermore, this result accords with Abiwu & Martins (2024) study, which highlighted the role of integrated Talent Management practices

in higher education institutions in fostering a competitive edge. In the same regard, it accords with Al-Haraisa et al. (2021) study that examined the impact of talent management practices on achieving a competitive advantage in Jordanian insurance companies. The findings also show that organizational ambidexterity as a moderator improved the influence of talent management on the competitive advantage moderating role at Jordanian commercial banks. Talent management is a critical strategy for Jordanian commercial banks to preserve their competitiveness. It includes hiring top personnel, developing skills, retaining employees, being creative, innovative, improving service quality, aligning strategies, and analyzing data. This method cultivates a strong staff capable of offering great customer service, improves performance and efficiency, and aligns personnel with strategic goals, ultimately improving the bank's reputation and market competitiveness.

Organizational ambidexterity and talent management are key to a competitive advantage in banks. They involve designing effective strategies, responding to external changes, and innovating processes. Investing in these factors leads to increased productivity, improved customer experience, and employee retention.

### **Conclusion**

The present study explores the impact of talent management on competitive advantage of Jordanian commercial banks, with organizational ambidexterity as a moderating variable. Talent management plays a vital and important role in building and enhancing competitive advantage, and organizational ambidexterity contributes to this impact. Furthermore, it should be noted that the banks surveyed, like all contemporary organizations, encounter a number of challenges and obstacles that place them in great need of talent within their human resources. They also require them to be proficient in exploiting and exploring opportunities in a balanced manner to achieve a competitive advantage.

Ultimately, the study recommends that the banks surveyed strengthen their talent management strategies and ambidexterity methods to ensure a competitive advantage in the banking sector. The study also recommends the introduction of the concept of digital human resource as part of talent management.

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