
The effect of human resource management sustainability on talent retention: SEM approach

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Abstract: This study aims to investigate the effect of human resource management sustainability on talent retention strategies in Jordanian commercial banks. A quantitative approach was done through a questionnaire-based survey. The sampling unit included the 139 top administrations in five Jordanian commercial banks. A structural equation modelling is conducted to achieve study objectives. Findings confirm that the employability has a significant positive effect on talent retention strategies (training and development, job security) in Jordanian commercial banks, and individual responsibility has a significant positive effect on talent retention strategies (training and development, job security) in Jordanian commercial banks. Finally, work-life balance has a significant positive effect on talent retention strategies (training and development, job security) in Jordanian commercial banks. The study recommends interested scholars to investigate and examine the effect of human resource management sustainability on achievement motivation for employees among other Jordanian service sectors or industrial fields.

Keywords: human resource management sustainability; talent retention strategies; structural equation modelling; Jordanian commercial banks.

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1 Introduction

Sustainable development aims to maximise gains while ensuring the preservation of services and the quality of resources. It is an interactive dynamic development that takes upon itself to achieve alignment between the three pillars people, resources, and the environment. As a result of developments in the contemporary business environment, sustainability has become a vital topic, which is seen as the best way to do business, and achieve long-term success through an active business vision and specific goals by

integrating the management practices of human resource management into the general principles of sustainability (Kramar, 2014). Considering that human resources are one of the three pillars of sustainable development, attention to and development to achieve the sustainability of human resources is an imperative and great responsibility of every organisation seeking to achieve sustainable development, as a set of evidence in the literature of human resources management indicates the existence of positive long-term implications. Investing in human resources on the sustainability of human resources (Ehnert et al., 2016). Therefore, retaining human resources (talents) has become a major priority for many organisations as it focuses strategically on keeping talents within the organisation by encouraging investment in talented individuals on an ongoing basis (Anwer et al., 2014). Accordingly, talent retention is a complex concept that may refer to how many talented employees remain annually or to the organisation's leadership efforts to retain talented employees for a longer period (Al Mamun and Hasan, 2017). Also, because organisations' survival and development depend on many requirements that drive organisations to increase their interest and contribute to retaining talent, including human resource management sustainability, which has attracted the interest of many organisations because of its role in achieving success. And the different impacts of the Jordanian commercial banks on this business environment on the one hand, and on the other hand, the vital role they play in supporting the economic sector of the Hashemite Kingdom of Jordan. Moreover, due to the scarcity of studies that linking human resources management sustainability and talent retention from the practical side as the researcher knows. Thus, to fill this gap in human resources management literature, to seize the opportunity to benefit from its datum, and in order to materialise it in practice; this paper aims to examine the effect of human resources management sustainability on talent retention at Jordanian commercial banks.

Thus, the Significant of the current study stems from defining the Significant of its variables (human resource management sustainability and talent retention) that considered as one of the contemporary topics in the human resource management field; the variables of the current study, especially human resource management sustainability, would encourage other researchers to delve into details of other variables that were not covered by this study, thus achieving accumulation of knowledge; shedding light on one of the prominent problems facing Jordanian commercial banks especially talent retention strategies; the importance of Jordanian commercial banks (population and sample) due to their various effects on the business environment in addition to the vital role they play in supporting the Jordanian national economy. Finally, the recommendations that were reached and what they can contribute to developing solutions to many challenges related to both Human Resource Management Sustainability and talent retention strategies facing Jordanian commercial banks.

1.1 The study problem and its question

Through the researcher's review of literature review on the topics of the current study, it was found that there is a lack of studies at the Arab and Western levels in linking Human Resource Management Sustainability and talent retention. Accordingly, the problem of the present study was represented by the following main question:

Does human resource management sustainability (HRMS) affect talent retention strategies (TRS) in Jordanian commercial banks?

1.2 The study objectives

The main purpose of the current study is to determine the potential effect of human resource management sustainability on talent retention strategies in Jordanian commercial banks, through:

1. Developing a literature review discusses the basic concepts and implications of both human resource management sustainability on talent retention strategies.
2. Investigate the perceptions of the sampling unit about the reality of human resource management sustainability (employability, individual responsibility, work-life balance) in Jordanian commercial banks.
3. Finding out the opinions of the sampling unit about the level of talent retention strategies (Training and development, Job security) in Jordanian commercial banks.
4. Measuring the effect of Human resource management sustainability (employability, individual responsibility, and work-life balance) on talent retention strategies (Training and development, Job security) in Jordanian commercial banks.

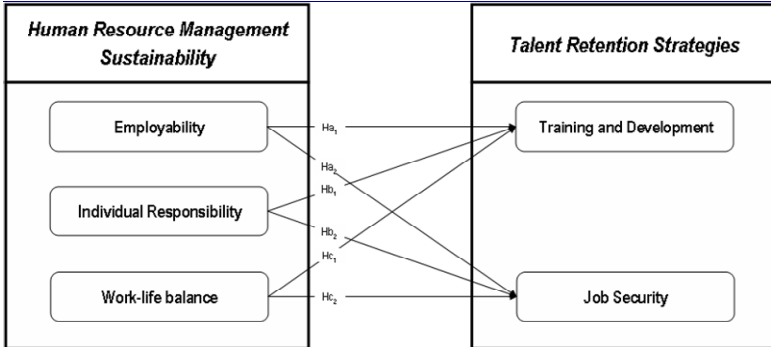
1.3 Conceptual Study model and research hypotheses

Several studies have indicated the necessity of investing in developing human resources management to achieve its sustainability due to its many roles in talent retention. There is also evidence that the pursuit of HR sustainability requires organisations to adopt a range of requirements, as they allow the organisations to adapt to the diverse requirements of a changing world in the external environment (Sekhar et al., 2016). Thus, the study of App et al. (2012) confirmed that sustainable HRM helps firms attract and retain high-quality employees by integrating sustainable HRM practices into the employee value proposition, they establish a unique, attractive employer brand. Tangthong et al (2014) also confirmed that HRM practices, such as compensation and benefits management and reward systems, are considered to be more effective in retaining employees. On the other hand, Ogbazghi (2017) clarifies that talent management is a new form of sustainable human resources management. This leading to the results of Olaimat and Awwad (2017) who explain that the human resource practices had a significant positive impact on employee retention. In addition, Cherian and Farouk (2017) results showed that sustainable human resource practices had a positive and significant influence on organisational performance. According to Fahim (2018) strategic human resource management contributes to employee retention at the National Bank of Egypt. Akunda et al. (2018) noted that talent retention is increasingly seen as an essential practice in business sustainability strategies. Finally, Ybema et al. (2020) confirmed that the implementation of HR practices was also related to higher satisfaction with the current employability of employees, as well as, implemented a range of HR practices to improve the health, motivation, and skills, and knowledge of their employees. Based on the above discussions, the researcher proposes the conceptual study model and the following hypothesis:

- Ha1 The employability positively affects on Training and development.
- Ha2 The employability positively affects on Job security.

- Hb₁ The individual responsibility positively affects on Training and development.
- Hb₂ The individual responsibility positively affects on Job security.
- Hc₁ The work-life balance positively affects on Training and development.
- Hc₂ The work-life balance positively affects on Job security.

Figure 1 Research model



2 Literature review

2.1 Human resources management sustainability

Human resources sustainability is one of the important and contemporary topics in business. Human resources sustainability is one of the current models for managing human capital, which looks at the funds spent on employees as investments and not costs, in addition, building human resource capabilities is a long-term investment through training and development to enhance the employees’ creative potential (Inyang, 2011). The concept of Human Resources Management Sustainability is the result of linking the concept of Sustainability with human resource management in an organisation (Mazur and Walczyna, 2020; Piwowar-Sulej, 2021). Thus, Thom and Zaugg (2004) define Human Resources Management Sustainability as ‘those long-term oriented conceptual approaches and activities aimed at a socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees’. Human Resources Management Sustainability represents “the pattern of planned or emerging human resource deployments and activities intended to enable a balance of organisational goal achievement and reproduction of the human resource base over a long-lasting calendar time and to control for negative impact on the human resource base” (Ehnert, 2009). Ehnert et al. (2016) explained that the general principles to the framework of the Human Resources Management Sustainability concept include an awareness of the complex correlations between the human resource management system and the external and internal organisational environment; actions that enable long-term reproduction of the resources; recognition and reconciliation of multiple – potentially contradictory – economic, ecological, and social goals. Taylor et al. (2012) conceptualise human resources management sustainability as an integrative element of several human resources divisions.

Human resources sustainability is a comprehensive development strategy that seeks to empower human beings, build their knowledge capabilities and expand their options in various fields, in order to make human resources qualified, able to invest their knowledge and intellectual energies in a manner that enhances them, works to nurture them and ensures their preservation, in other words, but the underlying mind of organisations undertaking work and converting the value in the minds of workers into capital (Tabatabaei et al., 2017). Jarlstrom et al. (2018) characterise that the basic concept underlying the discussion of Human Resources Management Sustainability is 'that firms seek different kinds of outcomes to satisfy their stakeholders' expectations, these outcomes may be economic, social, human, and ecological, and firms often seek them simultaneously even though one or two may be more important to an organisation than the others'.

In the current paper, the researcher was based on determining the human resources management sustainability dimensions on Zaugg et al (2001) and Esfahan et al. (2017) as follows:

2.1.1 Employability

Is a "form of work specific active adaptability that enables workers to identify and realise career opportunities" (Fugate et al., 2004). Esfahan, et al. (2017) Based on their explanation, explained that employability is an 'individual is employable to the extent that he or she can parlay person factors effectively to negotiate environmental demands'.

2.1.2 Individual responsibility

Mergler (2007) confirmed that the individual responsibility has four components:

- 1 control over thoughts and feelings
- 2 control over choices made regarding behaviours
- 3 control over the impact of one's behaviour upon others
- 4 being accountable for the enacted behaviour and the resulting outcome.

2.1.3 Work-life balance

Work-life balance was defined as working to achieve a balance between work and family life (Dev and Raj, 2017). It is the ability of the individual to fulfill his responsibilities at work, family and society while maintaining leisure and rest time (Wong et al., 2017). On the other hand, Genty et al. (2017) asserted that work-life balance represents the extent to which an individual's effectiveness and satisfaction with his role at work are consistent with the priorities of his role in life at a given time. In general, work-life positively affects the organisation and employees, it leads to commitment in the organisation, reduces employee turnover rates, work pressures, absenteeism rates, conflict between personal life and work, increases job satisfaction, improves the performance of workers (Oktosatrio, 2018).

2.2 *Talent retention strategies*

Many organisations have sought to retain talent in order to enhance their growth and success; this has made talent retention an important issue that has been placed at the forefront of global issues (Meister and Willyerd, 2010). Talent retention has been defined as the various policies and practices that allow a talented individual to stick to the organisation for a longer period (Cheese et al., 2008). Finnegan (2010) explained that talent retention reflects the ability of the organisation to influence the decision to stay or leave individuals, which has a direct impact on the rate of work turnover and the level of productivity. Sharma and Misra (2015) assert that the common policies that make employees want to stay in an organisation are:

- 1 provide opportunities for employees to develop and enhance their talents
- 2 giving tasks that will stimulate employee thinking
- 3 acknowledgment of the work performed
- 4 giving reasonable wages and benefits.

Talent retention is the closest link to the management system as it emphasises a set of compensation (rewards) for performance, required skills, experience, and expected behaviour. Many leading organisations sought to retain talents by encouraging them to achieve excellence in their work and the nature of the efforts they exert in the work they are entrusted by paying attention to the quality of work and its outputs, which is what prompted the leading organisations to develop themselves and their outputs (Holden and Viaman, 2013).

In the current paper, the researcher was based on determining the talent retention strategies on Asfaw et al. (2015), Pienaar et al. (2013) and Ohunakin et al. (2020) as follows:

2.2.1 *Training and development*

The issue of training and development has become the decisive factor in distinguishing between the most successful and the least successful organisations, it is the field for discovering innovations in human resource management. Therefore, the interest by organisations has increased in training and development programs because they provide educational benefits as part of the information portfolio necessary to maintain the competitive position in the labour market. In addition, the training and development are based on the desire of individuals working themselves as well as the role of the administration in providing resources, a supportive environment, and programs to encourage train and develop working individuals. Guðlaugsdóttir (2016) defined training and development “as any reasonable investment where employees are taught immediate improvements that will benefit both the employees and the employer in the long run”. Memon et al. (2014) emphasise that training and development, helps organisations to reduce the rate of employee turnover. Finally, Alnaqbi (2011) emphasised that developing human capital is one of the organisational strategies pursued by many organisations for attracting, retaining, and adding values to their good and talented employees.

2.2.2 Job security

Job security represents the employee's sense of reassurance about his income, stability in his work, his exposure to organisational and personal conflicts and work pressures. Where Lucky et al. (2013) indicated that job security started gaining the attention of researchers, due to the economic pressure that is generally confronting organisations, that's why job security is considered on top of the list of preference for both the employer and the employees (Adebayo and Lucky, 2012). This is what Schappel (2012) confirmed by referring to that (10) job factors that attract and retain good workers, identified job security as first on the list. Based on the above, Alavi et al. (2013) defined job security as "a desire of man to be capable of meeting and maintaining the current needs and confidence of the ability to manage and stabilise events as they unfold".

3 Research design and methodology

3.1 Study approach and method

The study method refers to the rigorous investigative process aimed at discovering or gathering facts about an issue in a specific manner. To achieve what the current study sought, the researcher resorted to using the quantitative method to collecting and analysing data obtained from the implemented study tool (questionnaire). Investigation research "is the procedure of gathering information from the individuals of study sampling unit, and testing their responses to the questions that have been defined previously (Leedy and Ormrod, 2005)". This research used an investigation process that is one of the most appropriate methods for measuring quantitative data (Neuman, 2014).

3.2 Study population and sample

The study population included all the (13) Jordanian commercial banks. As for the study sample, which was limited to (6) banks, that they were selected by the purposive sampling technique according to the criterion of the total number of workers in them, which exceeds (1,200) employees, these banks are (Arab bank, Housing for Trade and Finance bank, Jordan bank, Cairo Amman Bank, Al-Ahly Jordan bank, and Jordanian Kuwaiti bank). As well as, because the Arab Bank did not respond to the researcher request to distribute study tool (questionnaire) for reasons related to the bank's policy and instructions, the Arab Bank was excluded from the study sample, with this, the number of banks study sample (5) banks.

3.3 Study sampling unit

The sampling unit included the (160) top administration in (5) Jordanian commercial banks study sample as shown in Table 1.

Table 1 Number of sampling unit members

<i>Bank</i>	<i>Total number of employees</i>	<i>Number of top administration</i>	<i>Number of distributed questionnaires</i>	<i>Number of retrieved questionnaires</i>	<i>Number of valid questionnaires</i>
Housing for Trade and Finance	2,463	49	49	49	49
Jordan	1,583	32	32	29	27
Cairo Amman	1,564	31	31	29	25
Al-Ahly Jordan	1,216	24	24	22	20
Jordanian Kuwaiti	1,201	24	24	19	18
Total	8,027	160	160	148	139

3.4 *Data collection and instrument*

Accordingly, a print (160) questionnaire were distributed in order to ensure the largest and best representation of the sampling unit, retrieve (148) with the response rate (92.5%). After checking the questionnaires to demonstrate their validity for statistical analysis, (9) questionnaires were excluded from them because they were not suitable for the statistical analysis process because they did not complete the analysis requirements. Thus, the net number of questionnaires valid for the statistical analysis process (139) questionnaires. The questionnaire that was used to measure human resources management sustainability (employability, individual responsibility, work-life balance) was adapted based on Zaugg et al (2001) and Esfahan et al. (2017). As well as, to measure the talent retention strategies (Training and development, Job security) were adapted based on Asfaw et al. (2015), Pienaar et al. (2013) and Ohunakin et al. (2020). The items of the questionnaire were mainly closed. The Likert-type scale was used ranging from 1 = strongly disagree to 5-strongly agree.

3.5 *Statistical tools*

To achieve the current study objectives, several statistical techniques have been used through applied SPSS and Amos Version 24 (frequency, percent, mean, standard deviation, Cronbach's alpha, exploratory factor analysis 'EFA', average variance extracted 'AVE', composite reliability 'CR'). As well as, a structural equation modelling (SME) was applied to measuring the effect of human resource management sustainability on talent retention strategies.

4 **Data analysis**

4.1 *Sampling unit personal and occupational characteristics*

Table 2 shows the personal and occupational characteristics of the study sampling unit. The male category of the study sampling unit occupied the largest percentage (69.8%) compared to the females (30.2%). The age category 45 years and above occupied the largest percentage (61.9%), followed closely by the age category from 40–44 years with a

percentage (18%), and in the third-place came the age category from 35–39 years with a total rate (15.1%), followed by the age category less than 35 years with a percentage (5%). It turns out that holders of a bachelor's degree are the most popular category with percentage (64.03%), followed directly by holders of a master's degree with a total rate (22.30%), finally, holders of a doctoral degree at a percentage (13.67%). The number of years of experience in the current banks showed that the percentage of those with experience from From 10 to 14 Years constitutes the largest with percentage (50.36%), followed by the category of experience years from 15–19 years with a percentage (21.58%), then, thirdly, the category of experience years is Less than 10 Years with a percentage (15.83%), in the last place was the category of experience years 20 Years and above with a percentage (12.23%). The job position showed that the percentage of department manager with percentage (42.45%), followed by the category division manager with a percentage (23.02%), then, thirdly, the category asst. general manager with a percentage (20.14%), then, the category deputy manager with a percentage (11.51%), finally, the category chief executive officer percentage (2.88%).

Table 2 Study sampling unit personal and occupational characteristics

<i>Categorisation</i>		<i>Percent</i>	<i>Frequency</i>
Gender	Male	69.8%	97
	Female	30.2%	42
Age	Less than 35 years	5%	7
	From 35–39 years	15.1%	21
	From 40–44 years	18%	25
	45 years and above	61.9%	86
Qualification	Bachelors	64.03%	89
	Master	22.30%	31
	Doctorate	13.67%	19
Experience	Less than ten years	15.83%	22
	From 10–14 years	50.36%	70
	From 15–19 years	21.58%	30
	20 Years and above	12.23%	17
Job position	Chief executive officer	2.88%	4
	Deputy manager	11.51%	16
	Asst. general manager	20.14%	28
	Division manager	23.02%	32
	Department manager	42.45%	59

4.2 Scale reliability and validity

Measuring reliability was estimated by calculating Cronbach's alpha that indicates adequate internal consistency, this technique must greater than (0.70) (Hair et al., 2010). As well, construct reliability was confirmed by determining the CR for constructs within the measurement model must be upper than (0.70) in order to indicate a satisfactory internal consistency as recommended by Hair et al. (2010). Validation of the scale was

done through calculating convergent validity which was confirmed by determining the AVE, the values of AVE for constructs within the measurement model were higher than (0.50) as recommended by Malhotra and Stanton (2004). Table 3 shown the results of scale reliability and validity.

Table 3 Descriptive statistics, EFA, Cronbach's alpha, composite reliabilities and average variance extracted

<i>Construct</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loadings</i>	<i>Composite reliability</i>	<i>Average variance extracted</i>
Employability (Cronbach's alpha = 0.795)	3,876	0.569	0.934	0.872	0.856
Individual responsibility (Cronbach's alpha = 0.750)	3,793	0.589	0.846	0.716	0.643
Work-life balance (Cronbach's alpha = 0.721)	3,642	0.659	0.778	0.765	0.581
Training and development (Cronbach's alpha = 0.760)	3,604	0.650	0.869	0.755	0.699
Job security (Cronbach's alpha = 0.843)	3,712	0.602	0.873	0.762	0.709

4.3 Hypotheses testing

Hence, employability has a significant positive effect on training and development, job security at Jordanian commercial banks (*Estimate* = 0.326 and 0.322; *C.R* = 4.025 and 5,194; *P-value* = *** and *** or H_{a1} and H_{a2} is supported).

Individual responsibility has a significant positive effect on training and development, job security at Jordanian commercial banks (*Estimate* = 0.288 and 0.326; *C.R* = 3.032 and 4,466; *P-value* = 0.002 and *** or H_{b1} and H_{b2} is supported).

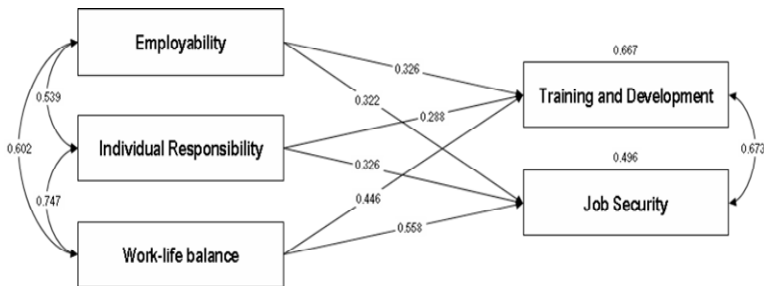
Table 4 Parameters' CR, estimate and SE

<i>Hypothesis</i>	<i>Regression weights</i>		<i>Estimate</i>	<i>SE</i>	<i>C.R.</i>	<i>P value</i>	<i>Results</i>
	<i>From</i>	<i>To</i>					
H_{a1}	Employability	Training and development	0.326	0.081	4,025	***	Accepted
H_{a2}	Employability	Job security	0.322	0.062	5,194	***	Accepted
H_{b1}	Individual responsibility	Training and development	0.288	0.095	3,032	0.002	Accepted
H_{b2}	Individual responsibility	Job security	0.326	0.073	4,466	***	Accepted
H_{c1}	Work-life balance	Training and development	0.446	0.089	5,011	***	Accepted
H_{c2}	Work-life balance	Job security	0.558	0.068	8,206	***	Accepted

Finally, work-life balance has a significant positive effect on training and development, job security at Jordanian commercial banks (*Estimate* = 0.446 and 0.558; *C.R* = 5,011 and 8,206; *P-value* = *** and *** or H_{c1} and H_{c2} is supported).

Figure 2 shown the examination the hypotheses using SME.

Figure 2 Structural equation model



5 Conclusions, implications and future research

This paper aims to determine the effect of human resource management sustainability on talent retention strategies in Jordanian commercial banks. Current paper, using several statistical techniques, most notably a SME which support and explained the relationship between human resource management sustainability and talent retention strategies. Findings provides an empirical evidence that employability has a significant positive effect on Training and development, Job security, these results were consistent with the App et al. (2012) results that confirmed the sustainable HRM help firms attract and retain high-quality employees, this is a clear reflection of the quality of the training and development they received previously. Moreover, individual responsibility has a significant positive effect on Training and development, Job security, these results were consistent with the Olaimat and Awwad (2017) whom assert that the human resource practices positively impact on employee retention. Finally, the current research results show that the work-life balance positively effect on Training and development, Job security, these results were consistent with the Ybema et al. (2020) that confirmed the implementation of HR practices was also related to higher satisfaction with the current employability of employees. Findings contribute to related literature as well as to practice, through providing an emphasis on the field of human resource management – sustainability and retention – in organisations and businesses within Jordan or any other country. Professionals and practitioners at all administrative levels may they could benefit from the results of the current paper in employ it in another sector such as higher education sector. Inaddition, leading organisations using retention strategies will encourage talented people to achieve excellence in their work. This paper recommends interested scholars investigate and examine the effect of human resource management sustainability on achievement motivation for employees among other Jordanian service sectors or industrial fields as well as within different countries and various regional boundaries. Future research may uses the current papers variables and linking it with other variables such as organisational commitment of employees.

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