



Impact of big five personality traits on the talent- project managements in the Jordanian Northern Private Universities

Dr. Hebah zaki makhamreh

Faculty of Business/ Business Management

Jadara University

Hiba.m@jadara.edu.jo

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A B S T R A C T

Purpose – In this paper aimed to figure out the impact of the big five personality traits on the talent management in the Jordanian Private Universities – the northern region. The study used the descriptive, analytical approach due to its suitability to the current study. The sampling unit consisted of the administrative staff in these universities (n. 870) with a sample of 265 members. To collect data, a questionnaire was prepared based on the literature and previous studies examining the study variables, whose validity and reliability were checked. The study concluded that the big five personality traits represented in (extraversion, openness, conscientiousness, and neuroticism) are high among the employees in the Jordanian private universities and that the talent management represented in the (talent acquisition, talent development, and talent retention) are also high in the Jordanian private universities. The study results also showed a statistically significant impact at ($\alpha \geq 0.05$ for the big five personality traits with the dimensions of (extraversion, agreeableness, openness, conscientiousness, and neuroticism) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) in the Jordanian private universities – Northern region .The study recommends the need to ascertain the importance of taking the personality traits in the administrative job into consideration due to their major role in talent management and focus on the importance of the talent management aspects in the Jordanian private universities.

* Corresponding Author Dr. Hebah zaki makhamreh ORCID : <https://orcid.org/0009-0001-7403-6917>

Faculty of Business/ Business Management, Jadara University, Hiba.m@jadara.edu.jo

Introduction

The big five personality traits have recently received a great importance by the organization managers specially those relating to the human and psychological studies. This shows the great importance of such traits in the professional, social and ethical life of individuals (Buqai'i, 2015). The big five personality traits have also a crucial role in determining the performance of employees and the possibility of estimating the costs along with the challenges facing the employees. They also help in taking many decisions relating to the job and the possibility of determining the level of the performance to which the employees reach with the presence of traits (Buqai'i, 2015). Each individual has unique traits distinguishing him from others almost permanently. Each individual has his main traits making him able to show his distinguished behavioral patterns which becomes clear through the thinking method, behavior or the response with others and his being accepted by them. Such patterns use traits making him the structure of his personality as a whole (Al-Ansari, 2019). The personality significance is considered one of the most important topics leading to comprehend the human behavior and his motivations as they include a group of characteristics that form the personality. Such traits differ from one person to another.

Problem

The study problem lies in the suffering of the employees working in the educational sector and the pressures they face that relate to the nature of such jobs that need

accuracy, focusing, following the inquiries of students and their parents, presenting financial and banking services, certificates registration and equivalence, preparing academic programs and entertainment competitions, meeting the needs of students and comprehending their differences and providing services without complaining, or showing resentment, regardless of the requests' size and shape. There is a difference in the perspectives between the superiors and subordinates on some important points in the service and this might be attributed to the big five personality traits specific for each individual which affects their performance. The previous studies examining the relation between the big five personality traits and the talent management at the local and regional levels are few. The study problem is included in the following question: "is there an impact for the dimensions of the big five personality traits (neuroticism, extraversion, openness, agreeableness, and conscientiousness) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) for the Jordanian private universities? To achieve this objective, the current study will attempt to answer the following questions. The above main question has the following questions: Question I: is there an impact for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent

acquisition in the Jordanian private universities?

Question II: is there an impact for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent development in the Jordanian private universities?

Question III: is there an impact for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent retention in the Jordanian private universities?

Importance

The study's importance lies in the importance of the personality traits with all its dimensions due to its impact on the institution which reflects its success and talent management. The study's importance is represented in two aspects: theoretical in trying to test the relation between the big five personality traits and the talent management among the employees in the Northern universities of Jordan. Therefore, it is expected that the study will be a reference to all the researchers interested in this topic. The other aspect is the applied importance where it is hoped that this study will add to the library and decision makers in the Jordanian private universities to benefit from the results and recommendations.

Objectives

The study aims to:

Figure out the big five personality traits common among the administrators working in the Jordanian private universities.

The current research aims at determining the relation of the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) for the employees of the Jordanian private universities.

Hypotheses

Based on the study problem and questions, the following hypotheses were formulated.

Main hypothesis (Ho): there is no statistically significant impact at sig. ($\leq \alpha$ 0.05) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) for the Jordanian private universities.

It has the following sub-hypotheses:

First sub-hypothesis (H0-1):there is no statistically significant impact at sig. ($\leq \alpha$ 0.05) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent acquisition of the employees in the Jordanian private universities.

Second sub-hypothesis (H0-2):there is no statistically significant impact at sig. ($\leq \alpha$ 0.05) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent development of the employees in the Jordanian private universities.

Third sub-hypothesis (H0-3):there is no statistically significant impact at sig. ($\leq \alpha$ 0.05) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), agreeableness, and [conscientiousness](#)) on the talent retention of the employees in the Jordanian private universities.

Theoretical Framework and Previous Studies:

It focused on the concepts of the study related to the independent variable which is the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) and the topics related to the dependent variable of the study represented in the dimensions of the talent management (talent acquisition, talent development, and talent retention). Here is more on these terms:

The big five personality traits model:

The big five personality traits model in the modern era is the most common and appropriate for measuring the personality traits (Rocas et al, 2002). It is expected to be one of the traits to which the individual seeks to live better in light of the surrounding environment. (Dalpeet al ., 2019) defined them as the big five factors describing and explaining the personality traits. Each of which expresses an abstraction for a group of familiar traits concluded by the researchers in the personality field with scientific evidence and experimental research represented in the ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) Costa & McCae , 1992. The traits include:

Neuroticism: exaggerated negative behavioral emotions representing anxiety, aggression, anger, lack of control of desires and quick affect by pressures. Cost & McCrae, 2006.

Extraversion: the trait relating to the internal or external individual sources of energy, self-affirmation, inclinations, social harmony and making relations (AL-Kurdi, 2014). It is represented in love, warmth, feeling happiness and optimism (Al-Ansari, 2002).

Openness: it indicates the love of knowledge and desire in thinking in unfamiliar things. The positive and negative emotions of the extroverted person are higher from those of the introverted person (Costa & McCae, 1992). It also represents the imagination, mental flexibility, tendency to learn new methods, openness to culture and getting new knowledge (Shaqfa, 2011).

Agreeableness: it refers to the individuals characterized by simplicity, humbleness, trust and love of others and being sympathized towards them. They are able to face the problems and pressures representing in sincerity, tolerance, sympathy and frankness with others (Zhang, 2002)

Conscientiousness: it refers to the individuals with stability, responsibility, efficiency, organization and ability to self-control, and thinking before doing. They use wisdom in the different situations they face, they have ability to abide by duties, they enjoy ethical values and they are distinguished in avoiding risks and possessing motivation to achieve (Buqai'I, 2015).

Talent management:

Talent management is one of the important, modern concepts among institutions. Talent refers to the level of creativity of employees and their career achievement. It also refers to the level of the employees' ability to lead all the tasks of the institution (Al-Borini, 2021). The talent management can be considered as one of the most important administrative processes in the organization as it is interested in the human element who conducts its activities and projects. It is an organizational process interested in the matters relating to the individuals working in the organization including their appointment, training, development and retention. The skills of the human element are a means to achieve the organizations' continuous success. The human resource is a resource that cannot be imitated like the financial and technological resources since its giving is growing and because it is considered the engine of the rest production factors (Al-Yousefi, 2022). Accordingly, the talent management is the process working on diagnosing , acquiring, developing and retention of talents through the organization at all levels (AL-Saati, AlAwasa, 2020). The most important dimensions of the talent management are: Talent acquisition: this task is conducted on the basis of a group of steps including determining the talented, knowing and choosing their abilities, testing their abilities and the extent of their appropriateness to the job they occupy, and the necessity of having skills qualifying them to work in the institution and leading to achieving the competitive advantage. The organizations that need to attract talented people will need to apply the new means and strategies to face the future needs in addition to the long-term needs to reach to the target group of

talented individuals (Al-Shamari, Al-Nuami, 2020).

Talent development: it does not only mean the acquisition of new skills and abilities but also enhancing cooperation, initiativean working in the team spirit. The training and development contributes in the employee's acceptance of any change that may occur and his taking priority of the crucial tasks needs to make decisions including the activities related to the process of making decisions. Developing and increasing the employees' efficiency through training and education is the main cause in determining the long-term profitability. Thus, the appointment and retention of good employees is a proper policy for investing in developing their abilities and skills so that they can increase the productivity and efficiency of organizations to achieve their goals . (Bentolhode, et al. , 2017).

Talent retention: it is a crucial process and it means the ability to retain the talented people in the organization with high skills and abilities for the talent retention. The organization takes many procedures to encourage the employees stay in the organization for the longest possible period of time. The talent retention negatively affects the organization's productivity due to the high costs of acquisition, which are divided into two costs: direct costs, which is represented in the rotation costs, replacement costs, and transportation costs. The second type is the indirect costs which are related to the lack of productivity, low level of employees' performance and efficiency, unnecessary overtime, or morale (Al-Shamari, Al-Nuaimi, 2020). However, (Al-Momani et al., 2018) held its opinion in the talent retention through the organization's ability.

Previous Studies

The previous studies contribute in preparing a theoretical framework showing credibility and literary strength through which the researcher hopes to reach to a field value explaining what distinguishes this study from other previous studies.

(Ismail, 2021) aimed to explain the relation among the big five personality factors and their correlation with the psychological harmony of the university youth. However Jad El-Rab and Al-Rashidi, 2016 studied the structure of the big five personality traits and the main components of the student personality. (Jabr, 2012) aimed to determine the relation among the personality traits according to the model. It resulted in that the self-control personality dimension was ranked first among the university students and that the extraversion was the least common. Also, (Shahmiri, and Namedri, 2013) showed a positive relation between the personality styles and the job satisfaction. (Al-Manahi, 2020) recommended the importance of knowing the relation among the big five personality traits due to their positive impact on characteristics including the psychological flexibility and the self-efficiency to enhance the positive traits in their personality. However, (Al-Huwaij, 2017) examined the big five personality traits' role in diagnosing and explaining the causes of delinquency patterns and treating them among the delinquent juveniles. On the other hand, (Ajil, 2018) asserted the possibility of determining the type of personality of employees at the organizations and it concluded the decline of the importance of the traits possessed by the employee in his job aspects. Also, (Amin, 2020) aimed to determine the theoretical bases of applying the talent management and its dimensions at the universities and it found a perspective for

the requirements of some recent trends in applying the talent management. As for (Hiba et al., 2021), it found an impact for each dimension of the talent management at the level of the institutional performance. It also results in creating a culture on the importance of the talent management processes and giving the employees the opportunities and freedom in applying their ideas. Furthermore, (Al_Yousefi, 2022) recommended determining the impact of the talent management practices in the innovative thinking in its dimensions and the need to activate the impact of the human talent management practices among leaders.

Furthermore, (Al-Jarrah and Abu Dola, 2016) asserted the need that the faculty staff pay attention to certain circles of the talented at the university and the need to adopt a certain and diverse selection criterion to measure their efficiency. However, (Sakarna, 2015) aimed to focus on the impact the talent management can have on the institutions and companies that adopt such approach and its impact on culture as well. The study also showed the importance of investment in the administrative talents due to their direct impact on reducing the financial and economic costs of the organization through talent retention and motivation for implementing the comprehensive strategy of the organization.

Methodology and Procedures

Methodology

The study is based on the analytical, descriptive method in collecting data and testing hypotheses. The study used the descriptive method in dealing with data and classifying them. The study population consists of the Jordanian private universities in the northern region (n. 4): Jerash (92 employees), Ajloun (52

employees), Irbid National (48 employees) and Jadara (73 employees). The sampling unit consisted of the administrators of the private universities (n. 870) where (276) employees were randomly selected. The researcher distributed questionnaires and received (265) questionnaires valid for the statistical analysis by (31 %) and (11) questionnaires were excluded for lack of validity for analysis.

Results of Testing the Study Hypotheses

Before testing the study hypotheses and for ensuring the data appropriateness, the researcher conducted the (Variance Inflation Factor – VIF) and the Tolerance Test for each of the independent variables to ensure there is no multi-collinearity among the independent variables.

Table 1: Testing the VIF and the Tolerance for the Influential Factors

<i>Tolerance</i>	<i>VIF</i>	<i>Variables</i>
.676	1.480	neuroticism
.596	1.678	extraversion
.576	1.735	openness
.451	2.219	agreeableness
.620	1.612	conscientiousness

Table 1 shows the VIF and the Tolerance values for each variable. The VIF values for all the variables were less than (5) ranging (1.48- 2.219). The value of the tolerance for all the variables were greater than (0.05) ranging (0.451 – 0.676). According to the decision rule of the VIF , the values refer to no correlation among the independent variables that hinders conducting the regression test depending on (Malhotra, 2010, P. 485).

Testing the Main Hypothesis:

First Main hypothesis (Ho): there is no statistically significant impact at sig. ($\leq \alpha 0.05$) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) for the Jordanian private universities.

Table (2) : Model Summary of the Impact of the Big Five Personality Traits on Talent Management

<i>model</i>	<i>Correlation Coefficient (R)</i>	<i>R squared (R2)</i>	<i>Adjusted Squared</i>	<i>R</i>	<i>Standard error</i>
1	.827a	.683	.679		.26228

Table (2) shows the model summary results of testing the first main hypothesis. The value of the correlation coefficient between the independent variable (big five personality traits) and the dependent variable (talent management) is (0.827). This indicates a high positive correlation among the variables. The table also shows that the (R2) is (0.683), which means that the model explained 68.3 % of the variance while the rest are explained by other factors.

Table 3 : Results of Multiple regression Analysis for the Impact of the Big Five Personality Traits on the Talent Management ANOVA b

<i>model</i>	<i>Data source</i>	<i>Sum of squares</i>	<i>Degrees of freedom</i>	<i>Mean square</i>	<i>Calculate d F</i>	<i>F statistical significance</i>
1	regression	55.112	5	11.022	160.232	.000b
	error	25.521	371	.069		
	total	80.633	376			

Table (3) shows the results of the regression analysis of the impact of the big five personality traits on the talent management. The table shows the value of the calculated F indicating the appropriateness of the model to the regression test and that the relation between the dependent and independent variables follow the linear model that it amounted to (160.232) at sig. (0.000). The decision rule stipulates that the model is considered appropriate if the Sig. level is less than (0.05). Depending on the results, the null hypothesis is rejected and the alternative hypothesis is accepted. The latter states that there is an impact for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the dimensions of the talent management (talent acquisition, talent development, and talent retention) for the Jordanian private universities.

Table 4: Coefficients' Results of the Big Five Personality Traits on Talent Management

Independent variables	nonstandard coefficients		Standard coefficients	value t	Significance
	value B	Standard error	value Beta		
constant	.621	.149		4.168	.000
neuroticism	.055	.027	.071	1.996	.047
extraversion	.313	.027	.440	11.633	.000
openness	.086	.028	.118	3.058	.002
agreeableness	.171	.039	.192	4.423	.000
conscientiousness	.234	.038	.226	6.084	.000

Table (4) shows the results of the coefficients for the impact of the big five personality traits with their sub-dimensions on the dependent variable (talent management). The table shows the calculated values of T for each of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) (talent acquisition, talent development, and talent retention) (1.996, 11.633, 3.058, 4.423, and 6.084) at sig. of (.047, .000, .000, .000 and .000). According to the decision rule of T stating significance of T is less than (0.05), the null hypothesis for all the dimensions of the big the rejection of the null hypothesis if the

five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) will be rejected. This shows their statistically significant impact on the talent management.

The table also shows the Beta values where the highest impact was for the dimension extraversion where the Beta was (0.440) followed by the conscientiousness (Beta 0.226), agreeableness (Beta 0.192), openness (Beta 0.118) and finally neuroticism (Beta

0.071). Results of Testing the First Sub-Hypothesis (H0-1): there is no statistically significant impact at sig. ($\leq \alpha 0.05$) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent acquisition of the employees in the Jordanian private universities.

Table 5: Model Summary of the Impact of the Big Five Personality Traits on the Talent Acquisition

model	Correlation Coefficient (R)	R squared (R ²)	Adjusted Squared	R	Standard error
1	.720a	.518	.512		.35578

Table (5) shows the results of the model summary of testing the first sub-hypothesis where the correlation factor between the independent variable (big five personality traits) and the first sub-dimension (talent acquisition) was

Table 6: Results of the Multiple Regression Analysis for the Impact of the Big Five Personality Traits on the Talent Acquisition ANOVA

model	Data source	Sum of squares	Degrees of freedom	Mean square	Calculate d F	F statistical significance
1	regression	50.530	5	10.106	79.840	.000b
	error	46.961	371	.127		
	total	97.491	376			

Table (6) shows the results of analyzing the regression variance of the impact of the big five personality traits on the talent acquisition where the table shows the calculated value F which indicates the appropriateness of the model to the regression test. It also shows that the relation between the independent and dependent variables following the linear model that it was (79.840) at sig. (0.000).

(0.720). This indicates a high positive correlation among the variables. The table also shows that the R² was (0.518) meaning that the model explained 51.8 % of the total variance and the others are explained with other factors.

The decision rule states to consider the model appropriate if the sig. value was less than (0.05). Depending on the results, the

null hypothesis is rejected and the alternative hypothesis stating that there is an impact for the big five personality traits with their dimension of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on

the talent acquisition in the Jordanian private universities is accepted.

Table 7: Results of the Coefficients for the Impact of the Big Five Personality Traits on the Talent Acquisition

Independent variables	nonstandard coefficients		Standard coefficients	value t	Significance
	value B	Standard error	value Beta		
constant	.656	.202		3.244	.001
neuroticism	-.069	.037	-.082	-1.866	.063
extraversion	.169	.036	.216	4.638	.000
openness	.076	.038	.095	1.992	.047
agreeableness	.286	.052	.293	5.458	.000
conscientiousness	.382	.052	.335	7.317	.000

Table (7) shows the results of the coefficients of the impact of the dimensions of the big five personality traits on the first sub-dimension (talent acquisition). The table shows the calculated T value of each of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) that they amounted to (-1.866, 4.638, 1.992, 5.458 and 7.317) at sig. of (.063, .000, 0.047, .000 and, .000).

According to the decision rule of T stating the rejection of the null hypothesis if the significance of T is less than (0.05), the null hypothesis for all the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) will be rejected. This shows their statistically significant impact on the performance quality. As for the neuroticism, it has no statistically

significant impact on the talent acquisition.

The table also shows the Beta values where the highest impact was for the dimension [conscientiousness](#) where the Beta was (0.335) followed by agreeableness (Beta 0.293), [extraversion](#) (Beta 0.216), openness (Beta 0.095) and finally neuroticism (Beta -0.082).

Results of Testing the Second sub-hypothesis (H0-2): there is no statistically significant impact at sig. ($\leq \alpha 0.05$) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent development of the employees in the Jordanian private universities.

Table 8 : Model Summary of the Impact of the Big Five Personality Traits on the Talent Development

model	Correlation Coefficient (R)	R squared) R2(	Adjusted Squared	R	Standard error
1	.661a	.437	.430		.38763

Table (8) shows the results of the model summary of testing the second sub-hypothesis where the correlation coefficient value between the independent variable (big five personality traits) and the second sub-dimension (talent development) was (0.661). This indicates

a positive correlation higher than medium among the variables. The table also shows that the R2 was (0.437) which means that the model explained 43.7 % of the total variance while the rest is explained by other factors.

Table 9 Results of the Multiple Regression Analysis for the Impact of the Big Five Personality Traits on the Talent Development ANOVA

model	Data source	Sum squares	Degrees of freedom	Mean square	Calculate d F	F statistical significance
1	regression	43.321	5	8.664	57.664	.000b
	error	55.745	371	.150		
	total	99.066	376			

Table (9) shows the results of analyzing the regression variance of the impact of the big five personality traits on the talent development where the table shows the calculated value F which indicates the appropriateness of the model to the regression test. It also shows that the relation between the independent and dependent variables following the linear model was (57.664) at sig. (0.000). The decision rule states to consider the model appropriate if the sig. value is less than

(0.05). Depending on the results, the null hypothesis is rejected and the alternative hypothesis stating that there is an impact for the big five personality traits with their dimension of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent development in the Jordanian private universities is accepted.

Table 10: Results of the Coefficients for the Impact of the Big Five Personality Traits on the Talent Development

Independent variables	nonstandard coefficients		Standard coefficients	value t	Significance
	value B	Standard error	value Beta		
constant	1.061	.220		4.816	.000
neuroticism	.053	.040	.062	1.317	.189
extraversion	.252	.040	.320	6.351	.000
openness	.024	.042	.029	.568	.570
agreeableness	.231	.057	.235	4.049	.000

conscientiousness	.209	.057	.182	3.670	.000
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Table (10) shows the results of the coefficients of the impact of the dimensions of the big five personality traits on the second sub-dimension (talent development). The table shows the calculated T value of each of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) that they amounted to (1.317, 6.351, .568, 4.049, and 3.670) at sig. of (.189, .000, 0.570, .000 and, .000).

According to the decision rule of T stating the rejection of the null hypothesis if the significance of T is less than (0.05), the null hypothesis for all the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) will be rejected. This shows their statistically significant impact on the performance speed. As for the neuroticism and openness, they have no statistically

significant impact on the talent development.

The table also shows the Beta values where the highest impact in the talent development was for the dimension extraversion where the Beta was (0.320) followed by agreeableness (Beta 0.235), conscientiousness (Beta 0.182), neuroticism (Beta 0.062) and finally openness (Beta - 0.029).

Results of Testing the Third Sub-hypothesis (H0-3): there is no statistically significant impact at sig. ($\leq \alpha$ 0.05) for the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent retention of the employees in the Jordanian private universities.

Table 11: Model Summary of the Impact of the Big Five Personality Traits on the Talent Retention

model	Correlation Coefficient (R)	R squared) R2(	Adjusted R Squared	Standard error
1	.769a	.591	.585	.40636

Table (11) shows the results of the model summary of testing the third sub-hypothesis where the correlation coefficient value between the independent variable (big five personality traits) and the third sub-dimension (talent retention)

was (0.769). This indicates a positive high correlation among the variables. The table also shows that the R2was (0.591) which means that the model explained 59.1 % of the total variance while the rest is explained by other factors.

Table 12 : Results of the Coefficients for the Impact of the Big Five Personality Traits on the Talent Retention ANOVA

model	Data source	Sum of squares	Degrees of freedom	Mean square	Calculated F	F statistical significance
1	regression	88.461	5	17.692	107.141	.000b
	error	61.263	371	.165		
	total	149.724	376			

Table (12) shows the results of analyzing (0.05). Depending on the results, the null

Independent variables	nonstandard coefficients		Standard coefficients	value t	Significance
	value B	Standard error	value Beta		
constant	.147	.231		.637	.024
neuroticism	.180	.042	.171	4.243	.000
extraversion	.517	.042	.534	12.406	.000
openness	.158	.044	.159	3.635	.000
agreeableness	-.005	.060	-.004	-.076	.939
conscientiousness	.112	.060	.079	1.872	.062

the regression variance of the impact of the big five personality traits on the talent retention where the table shows the calculated value F which indicates the appropriateness of the model to the regression test. It also shows that the relation between the independent and dependent variables following the linear model was (107.141) at sig. (0.000). The decision rule states to consider the model appropriate if the sig. value was less than

hypothesis is rejected and the alternative hypothesis stating that there is an impact for the big five personality traits with their dimension of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) on the talent retention in the Jordanian private universities is accepted.

Table 13: Results of the Coefficients for the Impact of the Big Five Personality Traits on the Talent Retention

Table (13) shows the results of the coefficients of the impact of the dimensions of the big five personality traits on the third sub-dimension (talent retention). The table shows the calculated T value of each of ([neuroticism](#), [extraversion](#), [openness](#), [agreeableness](#), and [conscientiousness](#)) that they amounted to (4.243, 12.406, 3.635, -.076 and 1.872) at sig. of (.000 , 0.000, 0.000, 0.939, and , 0.062).

According to the decision rule of T stating the rejection of the null hypothesis if the significance of T is less than (0.05), the null hypothesis for all the dimensions of the big five personality traits ([neuroticism](#), [extraversion](#), and [openness](#)) will be rejected. This shows their statistically significant impact on the performance accuracy. As for the agreeableness and conscientiousness, they have no statistically significant impact on the talent retention.

The table also shows the Beta values where the highest impact in the talent retention was for the dimension extraversion where the Beta was (0.534) followed by neuroticism (Beta 0.171), openness (Beta 0.159), conscientiousness (Beta 0.079) and finally agreeableness (Beta - 0.004).

Results

The study results showed that the mean of the independent variable "big five personality traits" as a whole was (4.34) by a high degree, and that the highest dimension was the (conscientiousness) – high and followed by (agreeableness) – high, (extraversion) - high, (openness)- high, and (neuroticism)- high, which had the least mean. This indicates that the dimensions of the big five personality traits are high among the employees of the Jordanian private universities. The results also showed that the mean of the dependent variable "talent management" as a whole was (4.37) by a high degree, and that the highest dimension was the (talent acquisition) –high and followed by (talent development) –high, and

(talent retention)- high, which had the least mean. This indicates the Jordanian private universities pay attention to the dimensions of the "talent management" and the level of applying it by a high and appropriate degree. As for the results of analyzing the hypotheses test, the results of testing the main hypothesis showed a statistically significant impact for the dimensions of the big five personality traits (neuroticism, extraversion, openness, agreeableness, and conscientiousness) on the talent management. The results also showed a statistically significant impact for the dimensions of the big five personality traits (extraversion, openness, agreeableness, and conscientiousness) on the talent development. As for the neuroticism, it had no statistical impact on the talent development. Also, the results showed a statistically significant impact for the dimensions of the big five personality traits (extraversion, agreeableness, and conscientiousness) on the talent retention while both the neuroticism and the extraversion had no statistical impact on the talent retention. Finally, the results showed a statically significant impact for the dimensions of the big five personality traits (neuroticism, extraversion, and openness) on the talent retention while both the agreeableness and conscientiousness had no statistical impact on the talent retention.

Recommendations

Based on the results of the study, the researcher suggested the following recommendations for the hope that the Jordanian private universities take into

Consideration:

Studying the personality traits in the administrative tasks due to their importance in achieving a distinguished talent management. Studying the different aspect of the talent management in the private universities due to its crucial role in developing, training, and retention of employees in the Jordanian universities, specially the private. This will reflect positively on their performance in general. Activating the moral support of employees to enhance the talent management level in

the private universities and activate it through possible methods, specially the personality traits of employees due to their role in enhancing the level of the employees' performance in these universities.

Conducting more studies and research that ensure measuring the impact of the personality traits on achieving the competitive advantage and other fields related to the administrative tasks.

Investing the personality traits of the employees in improving the reality of the teaching and learning process.

Preparing training courses in the talent management that contribute to the least teaching experience with the characteristics related to extraversion.

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