

Faculty of Commerce
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**The Effect of Talent Management on Service Quality
An Empirical Study on the Law Firms working in the field of
International Arbitration**

A thesis submitted in fulfillment for the degree of Doctorate in
Business Administration

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ أَنْتَ الْعَلِيمُ الْحَكِيمُ

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Abstract

Purpose – With the importance of putting our people at the top of the strategic agendas an area of growing concern in literature, the purpose of this study is to investigate the relationships among the talent management as independent variable, with service quality as dependent variable.

Key Terms- Talent management, service quality, custom satisfaction and productivity.

Methodology- The study was carried out in Law firms working in the arbitration field, collecting the data through questionnaires distributed to its associates and business services staff, with a total sample of 375 questionnaires valid for the statistical analysis. Correlation coefficients were calculated, regression analysis, and structured equation model (path analysis) were conducted.

Findings – The results were in line with previous literature, and fulfilled the objectives of the current study. The study found a positive relationship and direct impact of the independent variable talent management and the dependent variable service quality.

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Chapter 1: Research General Framework

Introduction:

The biggest challenges for HR executives today, are talent acquisition, diversity inclusion, compensation, and creating a work environment where everyone feels comfortable. Talent acquisition refers to the need to attract and retain the top talents in all levels of the law firms. The successful recruitment of talented staff, associates, and partners is imperative to the long term success of the firm. The "War on Talent" has not passed by the law firm industry. From some practitioners point of view the HR executive must ensure that everything is being done to recruit the best and in doing so must be open to utilizing strategies that may not have been used by law firms in the past. In some way these strategies may be dictated by the different markets that the law firms are in, but law firms need not feel restricted by old recruiting practices that will not yield the top talent they need.

In recent law firm, proactive and innovative recruiting strategies must be employed. Law firms need to do more to create a pipeline between institutions of education and the law firm, to ensure that people are aware of the opportunities, and to the extent that they adequately prepare to take on those opportunities, by being enrolled in the right classes or exploring those things that might be presented to them in a law firm. In many ways, law firms must be competitive with other organizations because they are looking for the same talent; after the same kinds of people.(Stangl et al, 2008)

Research Plan:

This research consists of the following chapters:

First Chapter: Research General Framework:

This chapter consists of the research problem, objectives, hypotheses, significance, methodology, research variables, study method, research sample and population community, and the statistical analysis methods.

Second Chapter:

It reviews some previous Arabic and foreign studies that tackles the research issue, its comments in addition to clarifying the points of differences and similarities between these studies and the study the researcher carries out.

Third Chapter: Talent Management:

This chapter, the researcher discusses the following:
The concept of talent management, the types of talent management, the subsystems of talent management, the factors that enhances it and the barriers that blocks talent management process on all levels whether institutional or individual or collective basis.

Fourth Chapter: Service Quality:

This chapter deals with the following:
The concept of service quality, requirements of service quality, the different methodologies that can enhance service quality, the success and failure factors that enhance or hinder quality of service.

Fifth Chapter: The Research findings and testing the Hypotheses Validity.**Sixth Chapter: Results and Recommendations.****Research Problem:**

Talent management within an organization is an international human resources strategy that seeks to identify, deploy and retain talented and high potential employees. Although talent management might be applied in law firms, they can only contribute optimally to service quality if both top management and employees are aligned on its objectives and implementation in the organization. In many cases there is misalignment between employees' perception and top managers particularly on competency models and communication and compensation. Hiring and retaining talented employees is costly as they are paid high salaries and training them is costly too. Based on literature review motivating talented employees usually is a difficult challenge which many firms fail to do, which in return affects service quality.

Therefore the research tackles the relation between talent management and service quality, in addition to determine the impact of talent management components on service quality. The research problem is summarized in answering the following inquiries:

1. What does service quality and talent management means what is their significance at the workplace? and consequences at the workplace?
2. Is there a relationship between talent management and service quality?
3. Does the organization reward the firms that support staff for quality performance?
4. Does the organization search for those who have the talents and required skills and provide them with the proper training and mentorship programs?
5. Do the employees feel motivated and willing to work?
6. In what way does the top management support their employees? Do they communicate the strategy and process clearly? Do they pursue the professional development of individuals' capabilities?