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Impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan

Musa Salameh Al-Lozi [α], Reham Zuhier Qasim Almomani [σ] & Sulieman Ibraheem Shelash Al-Hawary [ρ]

Abstract- This study aimed to investigate the impact of Talent Management on Achieving Organizational Excellence in Arab Potash Company in Jordan, the Talent Management strategies represented by (Recruiting talents, Developing talents, Retention of talents, and Succession strategy or career replacement planning) and Organizational Excellence represented by three dimensions (Leadership excellence, Excellence in service delivery, Excellence in Operations Management). The study population consisted of all managers at different levels working in Arab Potash Company in Jordan, a random simple sample was selected from the study population estimated (223) respondents.

To achieve the objectives of the study, the descriptive analytical method was used through A questionnaire that used a major tool for data collection developed at the hands of elite researchers and writers in the field of the study variables. A number of statistical tools and methods were used such as Mean, Standard Deviation, one sample T-test, Multiple Regression, and Path analysis.

The results showed that Recruiting talents, and Succession strategy or career replacement planning, had a significant and positive effect on Organizational excellence in Arab Potash Company in Jordan, based on the study results, the researcher recommends manager and decision makers at Arab Potash Company in Jordan to take care of creative and talented people, providing laboratories and scientific research centers at the company's headquarters in the Dead Sea, and allocating part of the budget to finance some of the innovations ideas of the employees of the company to encourage them and unleash their intellectual potential.

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I. Introduction

The revolution of communication, increased knowledge, and technological acceleration have led to the transfer of competition between organizations within a single country to compete with international organizations, which has led to the diversity and multiplicity of sources on which organizations are based for survival and development. The most important of these resources are human resources. Investing in human resources makes the organizations capable of competition, survival and innovation. The investment of organizations in human resources is known as talent management. This concept was prevalent in the early 1990s as a result of the intensification of competition among the big organizations, which led some organizations to attract creative employees, and qualified people, and to maintain and develop their efficient human resources. The concept of talent management is an important part of the systems of modern management, and one of the strategies of development and organizational change.

The excellence of organizations in this age requires keeping abreast of all the latest developments and technological developments. The desire of the Arab Potash Company in Jordan to achieve a high level of performance does not mean limiting its interest to the human element only. The Arab Potash Company in Jordan competes with other companies in the same field on the other side of the Dead Sea to extract Potash. The company depends on all the available resources. The most important of these is the creative human element and the distinguished competencies. And attract the most talented individuals, so that they are more suited to current and future employment needs, and capable of adaptation, and high productivity within them. Talent management at the Arab Potash Company in Jordan can effectively enable it to achieve organizational excellence. The company needs to be distinguished. Organizational excellence gives the company qualitative, quantitative and long term superiority over competitors in the market.

Potash Company in Jordan offers its services through the extraction of potash from the Dead Sea in light of the acceleration in mining technology, and the use of sophisticated information management and talent systems capable of innovation. The company seeks to compete with international companies based on the talents of the human element.

Studying of the impact of talent management on organizational excellence may reveal results that organizations may be able to use in managing talent to achieve excellence in performance. It will build more

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than one scale in this study; organizations can employ them to measure the level of talent management and organizational excellence in order to improve their efficiency and effectiveness. The importance of the study stems from providing the Arabic library with new information. The organizations may be guided by the information contained therein in adopting new talent management strategies. This study sought to highlight the essential role played by talent management in achieving organizational excellence in order to enhance the competitiveness of Arab Potash Company in Jordan.

II. Theoretical Framework

a) Concept of talent management

Talents are the seeds of scientists, experts and explorers, who will become the pride of the nation. For this, nations have been keen to take care of talents children from the beginning of their lives by diagnosing them and identifying the abilities they excel in to invest side by side with their education. Experts and researchers set proposals on the mechanism how to pay attention to them, and the means, strategies and programs that can be used to meet their needs and achieve their aspirations (Sadeh, 2010).

The concept of talent management, which is one of the concepts that emerged in the world of management and business as a result of the developments that accompanied the era of globalization, the explosion of knowledge, and increasing population growth rates, which led to the need of increasing the scope of services provided to communities in terms of quantity and quality, and increased the attention to the inputs of the organizational system, especially the human resources in terms of developing their capacities and talents (Al-Masry and Al-Agha, 2015).

Armstrong (2009) defined talent management as representing those individuals who have a difference in the performance of the organization either by their contributing directly to performance or by achieving high levels of performance over the long term. Clake & Winkler (2006) defined it as a property of organizational characteristics, largely influenced by the type of industry and the nature of work, a dynamic concept that can be changed over time according to organizational priorities. Waheed, Zaim and Zaim, 2012: 131) defines talent management as "an managerial system that identifies the most important and sensitive functions in the organization that contribute to sustainable competitive advantage by providing them with the right workforce to perform effectively and efficiently."

Horváthová (2011) defined Talent Management "a range of activities of the organization that are concerned with owning, developing, motivating and sustaining talented employees to achieve current and future objectives of the organizations." It is also defined as "the organization's ability to provide an organized strategy based on attracting, hiring, developing and developing staff, and treating these staff as talented and deserving care and attention, motivating them to move forward, and seeking to place the right man in the right place at the right time to provide human capacity to achieve the objectives of the organization and its access to excellence among the other organizations"(Ahmad, 2011). Anupam and Upasna(2012) defined Talent Management as the process of attracting, integrating, developing and retaining highly skilled workers to work in the organization. Talent management includes several elements: talent discovery, development, motivation and retention.

Through the above, the researchers define talent management in the field of business as a high percentage of intelligence, abilities and skills possessed by the individual make him able to perform tasks in an extraordinary than expected, so that the organization able in meeting the needs of the community.

b) Strategies of talent management

Economic and political crises are the most important factors driving the economy to search for strategies to meet these challenges, and remain competitive in the market. This requires hard work to improve production and reduce cost by relying on highly skilled and talented people. Organizations employ talent management strategies that include selection, development and retention of talent (Horváthová, 2011: 51;Singh, Jones and Hall, 2012: 96).

As well as long-term strategic that takes into account the future challenges that the organization can face to achieve success and excellence (Rowland, 2011). the success of the organization depends on the strategy through which talent management is conducted (Kehinde, 2012).

c) Recruiting Talents

Recruiting talents strategy is based on attracting talented employees who are able to achieve the objectives of the organization effectively through their abilities and expertise that are commensurate with the nature of the work of the organization, and capable of adapting to the high productivity. This strategy is one of the most important elements of finding, maintaining and developing staffs, which enable organization to achieve competitiveness and excellence (Rowland, 2011).

Pruis (2011) argues that there are criteria for recruiting which represented by caring about the values and visions of the organization, and the organization's brand is one of the most important attractions where talented people seek to find reputable organizations that expect them to succeed and provide them with an appropriate environment for creativity, so that the organization can attract these individuals by setting special conditions commensurate with their abilities.

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d) Developing Talents

After recruiting talented people, the organization must work hard to develop these talents through ongoing education and training processes that develop their abilities, skills and knowledge in order to achieve high potential in organizations (Areiqat, Abdelhadi & Tarawneh, 2010). Human resource management can judge the professional growth of employees through changes in performance, perception and behavior. The process of talent development is based on studying the abilities of the talented, the needs of the organization and the job requirements of the talented person, limiting their weaknesses and thus filling these gaps with education and training continuing with productive and distinctive work that meets needs (Williamson, 2011).

e) Retention of Talents

There are factors that influence talent and push him to seek other job opportunities. These factors include: the reduction in the number of employees, and the financial crises both in the organization and globally. There are also organizations that offer competitive offers to the organization in which the talented employee works. To preserve talents and not lose them (Whelan & Carcary, 2011). One of the measures that the Organization may seek to provide is the provision of concessions, benefits and compensation, and the provision of suitable workplaces to talented individuals and the rewards offered to them to reduce the Organization's loss of talent (Cannon and McGee, 2011).

f) Succession strategy or career replacement planning

This strategy is to provide a cadre of talented people to occupy major positions in the future. This requires the development of the organization's staff, preparing them to receive the job when needed and not leaving a chance to be surprised when there is no important job in the organization (Kasmi, 2011).

The career replacement process requires managers to be able to anticipate the future needs of the organization, to meet needs in order to ensure the organization's stability and vision, and is always seeking to provide training for a segment of the talented and possess the basic skills of the expected future jobs. Effective job planning depends on some features Including leadership model, and a system for measuring the performance of individuals based on the principle of leadership competency model (Cappelli, 2008).

g) Concept of organizational excellence

Management concepts have gone through many factors and conditions that have led to many changes, such as shifting from a focus on physical capital to a focus on intellectual capital, and a focus on quality of services, to focus on service excellence. As a result of these changes, in 1991, the European Organization for Quality built the European model of excellence (Alrayes, 2003).

States and organizations continued to build models of excellence as a result of several factors: increase of services of government agencies, international conventions, and a sense of responsibility towards society. Work on excellence models covered most sectors of work and services (Sheffield University, 2003).

Organizational excellence is defined as "a state of managerial innovation and organizational excellence that achieves exceptionally high levels of performance of production, marketing, financial and other processes in the Organization, resulting of achievements that outweigh what the competitors achieve, satisfying customers and all stakeholders in the Organization (AL-silmy, 2002). It is an intellectual pattern and management philosophy based on a methodology that relates to how to achieve concrete results for the organization to achieve a balance in satisfying the needs of all parties, both stakeholders and society at large, within a culture of learning, creativity and continuous improvement. The researchers define organizational excellence as the organization's access to a high degree of sophistication. This is reflected in several indicators, such as competitiveness, product quality, low costs, customer satisfaction, customer numbers, cost reduction and other indicators.

Organizational excellence has dimensions that allow us to recognize the extent of excellence, these dimensions are (Shelton, Darling & Walker, 2002: 49; Mahalli, 2013).

Leadership Excellence: represents the degree of the leader's ability to exploit organizational opportunities, provide development opportunities, and accept the challenge work in a way that helps organization to cope with the various processes and crises (Hesslbein& Johnston, 2002). The researchers define Leadership excellence as the ability of leaders to exploit material and human resources, and is measured to the extent that the employees are able to achieve the leadership excellence in the organization using excellence index that was built in this study.

Excellence in service delivery: "The performance of activities that are in providing services that exceed the needs of customers to levels that distinguish them from other organizations which provide the same service" (Eagles, 2010: 11). The researchers define excellence in service delivery as the capacity to provide excellent services to customers, so as to ensure continuity of their dealings with them, and measured by the degree obtained by the staff on the field of excellence in providing service in the measure of organizational excellence that was built in this study.

Excellence in Operations Management: "All activities; internal and vital activities which distinguish organization

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from other organizations through which the needs, expectations and aspirations of learners are met" (Eagles, 2010: 11). The researchers defineexcellence in Operations Management as the ability to manage its inputs and guide them in a distinctive way to achieve quality and excellence outputs, and are measured by the level of excellence achieved by the staff of organization.

III. Research Hypotheses

Based on the above literature reviewed, the research hypothesis is:

H1. Talent Management strategies directly influence Organizational Excellence in Arab Potash Company in Jordan.

More Specifically:

H1a. Recruiting talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1b. Developing talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1c. Retention of talents directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

H1d. Succession strategy or career replacement planning directly influences directly influence Organizational Excellence in Arab Potash Company in Jordan.

IV. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Talent Management strategies on Organizational Excellence in Arab Potash Company in Jordan., where Talent Management strategies are the independent variable and are positively related to Organizational Excellence as the dependent variable.

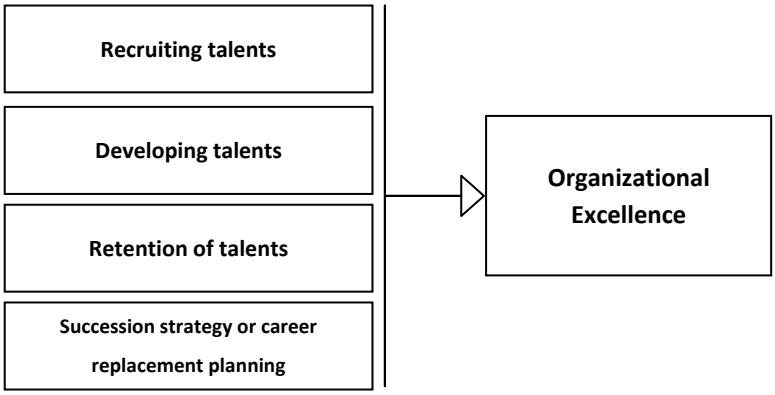

Figure 1: Theoretical Model

V. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Talent Management strategies and Organizational Excellence.).

a) Data Collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Talent Management strategiesadopted by Arab Potash Company in Jordanadopted from previous studies, and which could possibly influence Organizational Excellence, using a five-point Likert scale. The following dimensions were focused on;Recruiting talents (7 statements), Developing talents (8 statements), Retention of talents (11 statements), and Succession strategy or career replacement planning (11 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the organizational excellence made by Arab Potash Company in Jordan were focused on; Leadership excellence (15 statements), Excellence in service delivery (12 statements), and Excellence in Operations Management (9 statements).

A pretest was carried out with six professors of management and business administration to determine the validity of the content of the survey questionnaires. In the main survey study, a total of 246 questionnaires were distributed to the managers of Arab Potash Company in Jordan at different levels. A cover letter was attached together with the survey questionnaire. The

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cover letter described the aim of the study, guaranteed anonymity of data, requested the respondent to answer each question.

b) Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Talent Management strategies consist of recruiting talents, Developing, Retention of talents, and Succession strategy or career replacement planning were adapted from previous studies (Horvathova, 2011: 51؛Singh, Jones and Hall, 2012: 96). Organizational excellence construct consist of Leadership excellence, Excellence in service delivery, and Excellence in Operations Management were adapted from previous studies (Shelton, Darling & Walker, 2002: 49; ؛Mahalli, 2013).

c) Operational Definitions

Talent management strategies: High percentage of intelligence, abilities and skills possessed by the individual make him able to perform tasks in an extraordinary than expected, so that the organization able in meeting the needs of the community.

Recruiting Talents: Strategies and procedures taken by Potash to attract qualified talent to work through providing material and moral incentives and measured by the degree to which the potash staff is able to attract talented people.

Developing Talents: A method followed by the Arab Potash Company in Jordan to select talented people using appropriate testing and interviewing tools, measured by the degree of potash staff's selection of talent.

Retention of Talents: Actions by Potash to create the right conditions for its talented employees to keep them from relocating to other local or international companies, measured by the degree to which the Potash staff obtains the retention of talented.

Succession strategy or career replacement planning: Procedures followed by the Arab Potash Company in Jordan to give talented people the opportunity to demonstrate their talents and to measure the degree to which the potash staff obtains the recognition of talent.

Organizational Excellence: The ability of Arab Potash Company in Jordan to provide superior services to meet the needs of its customers than the other institutions that works in the field of potash production. The degree to which the staff of the Arab Potash Company in Jordan is measured is based on the measure of institutional excellence built in this study.

Leadership Excellence: The ability of the Arab Potash Company leaders in Jordan to utilize the material and human resources in an optimal manner and guide them to achieve the company's objectives. It is measured by the degree that the staff of the Arab Potash Company in Jordan obtains the field of leadership excellence in the measure of institutional excellence that was built in this study.

Excellence in service delivery: The ability of Arab Potash Company in Jordan to provide excellent services to customers, so as to ensure continuity of their dealings with them, and measured by the degree obtained by the staff of Arab Potash Company in Jordan on the field of excellence in providing service in the measure of institutional excellence that was built in this study.

Excellence in Operations Management: The ability of the Arab Potash Company in Jordan to manage its inputs and guide them in a distinctive way to achieve quality and excellence outputs, and is measured by the degree obtained by the staff of Arab Potash Company in Jordan on the field of excellence in operations management in the measure of institutional excellence that was built in this study.

d) Sample

The study population consisted of all managers at different levels working in Arab Potash Company in Jordan (246), the researchers distributed the study tool on the managers at all levels mounted (246). Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 45 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. (227) questionnaires retrieved. After reviewing the questionnaires show that there are (4) extremely unfit for statistical analysis, that had the study sample size (223).

Table 1: Sample Characteristics

Variable		Frequency	%
Experience	less than 5	6	3
	5- less than 10	39	18
	10 years and more	172	79
Gender	Male	198	91
	Female	19	9
Educational level	Diploma	90	41
	Bachelor	115	53
	Master and PhD	12	6

Females make (9 percent) of the managers on the other hand Males respondents represented (91 percent) of the survey population. The largest group of respondents (79 percent) was with experience 5 years and more. The next largest group (18 percent) was experience 5– 10 years. Smaller groups of respondents were with experience less than 5 years (3 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make

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(53 percent) , respondents with Diploma degrees make (41 percent). Respondents with Master and PhD degrees make (6 percent). The sample characteristics of the respondents represented in Table 1.

e) Reliability and validity of the survey instrument

The survey instrument with 73 items was developed based on two variables Talent Management strategies as independent variables with four dimensions: Recruiting talents (RT1-RT7), Developing talents (DT1-DT8), Retention of talents (RTA1-RTA11), and Succession strategy or career replacement planning (ST1-ST11). Organizational excellence as dependent variables with three dimensions: Leadership excellence (LE1-LE15), Excellence in service delivery (ES1-ES12), and Excellence in Operations Management (EO1-EO9).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table 2: Factor analysis of Talent Management strategies

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Recruiting talents (RT)			2.069	61.235	0.86
RT1	0.52	0.59			
RT2	0.58	0.62			
RT3	0.55	0.57			
RT4	0.56	0.58			
RT5	0.61	0.65			
RT6	0.54	0.57			
RT7	0.59	0.63			
Developing talents (DT)			3.238	59.367	0.85
DT1	0.54	0.58			
DT2	0.63	0.67			
DT3	0.62	0.66			
DT4	0.57	0.67			
DT5	0.59	0.62			
DT6	0.55	0.59			
DT7	0.50	0.54			
DT8	0.53	0.56			
Retention of talents (RTA)			3.120	60.328	0.81
RTA1	0.52	0.54			
RTA2	0.53	0.56			
RTA3	0.55	0.58			
RTA4	0.52	0.57			
RTA5	0.57	0.62			
RTA6	0.54	0.59			
RTA7	0.55	0.60			
RTA8	0.61	0.64			
RTA9	0.66	0.71			
RTA10	0.57	0.64			
RTA11	0.58	0.62			
Succession strategy or career replacement planning (ST)			2.986	52.369	0.84
ST1	0.61	0.67			
ST2	0.63	0.68			
ST3	0.64	0.66			
ST4	0.59	0.63			
ST5	0.56	0.59			
ST6	0.54	0.57			
ST7	0.57	0.60			
ST8	0.59	0.63			
ST9	0.62	0.67			
ST10	0.66	0.69			
ST11	0.58	0.64			

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Table 3: Factor analysis of Organizational excellence

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Leadership excellence (LE)			3.112	58.367	0.87
LE1	0.52	0.55			
LE2	0.53	0.56			
LE3	0.59	0.62			
LE4	0.54	0.57			
LE5	0.61	0.64			
LE6	0.67	0.71			
LE7	0.63	0.67			
LE8	0.61	0.65			
LE9	0.52	0.57			
LE10	0.59	0.62			
LE11	0.57	0.59			
LE12	0.52	0.53			
LE13	0.55	0.59			
LE14	0.51	0.53			
LE15	0.62	0.67			
Excellence in service delivery (ES)			3.425	63.549	0.84
ES1	0.53	0.59			
ES2	0.52	0.57			
ES3	0.55	0.58			
ES4	0.59	0.63			
ES5	0.57	0.60			
ES6	0.52	0.57			
ES7	0.58	0.63			
ES8	0.50	0.52			
ES9	0.61	0.67			
ES10	0.57	0.65			
ES11	0.63	0.69			
ES12	0.53	0.57			
Excellence in Operations Management (EO)			2.697	61.243	0.82
EO1	0.53	0.58			
EO2	0.59	0.63			
EO3	0.61	0.67			
EO4	0.57	0.60			
EO5	0.50	0.53			
EO6	0.56	0.59			
EO7	0.54	0.58			
EO8	0.63	0.68			
EO9	0.67	0.72			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Talent Management strategies, and Organizational excellence measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2) and Table (3) . All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.80 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (2) and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattel (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 73 items, loading under fourstrategies of Talent Management and three factors of Organizational excellence.

f) Descriptive statistics analysis

Table (4) indicates that managers of Arab Potash Company in Jordan evaluate Succession strategy or career replacement planning (with the highest mean scores, i.e. M = 3.51, SD=0.76) to be the most dominant strategy of Talent Management and evident to a considerable extent, followed by Developing talents (M= 3.50, SD=0.54), Recruiting talents (M = 3.50, SD=0.61), and Retention of talents (with the lowest

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mean scores M = 3.47, SD=0.47). With regard to Organizational excellence managers of Arab Potash Company in Jordan perceived Excellence in service delivery (with the highest mean scores, i.e. M = 3.71, SD=0.68) to be the most dominant Organizational excellence dimension within their company and evident to a considerable extent, followed by Excellence in Operations Management (M= 3.70, SD=0.64), and Leadership excellence (with the lowest mean scores M = 3.62, SD=0.65).

Table 4: Descriptive analysis of Talent Management strategies and Organizational excellence

Dimension	Mean	Standard deviation
strategies of Talent Management	**3.50**	
Recruiting talents	3.50	0.61
Developing talents	3.50	0.54
Retention of talents	3.47	0.47
Succession strategy or career replacement planning	3.51	0.76
Organizational excellence	**3.67**	
Leadership excellence	**3.62**	**0.65**
Excellence in service delivery	**3.71**	**0.68**
Excellence in Operations Management	**3.70**	**0.64**

VI. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, Organizational excellence acts as the dependent variable and strategies of Talent Management, as the independent variables. From the result as shown in Table (5), The regression model was statistically significant (F = 9.743; R2 = 0.155; P = .000). The R2 is 0.155, which means that 15.5 per cent of the variation in Organizational excellence can be explained by Recruiting talents, Developing talents, Retention of talents, and Succession strategy or career replacement planning. The proposed model was adequate as the F-statistic = 9.743 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Talent Management strategies and Organizational excellence.

Table (5) also shows that Recruiting talents ($p<0,05$; ß =0.254), and Succession strategy or career replacement planning (ß =0.068, $p< 0.05$), had a significant and positive effect on Organizational excellence. This provides evidence to support H1a, and H1c. Based on the ß values Recruiting talents has the highest impact on Organizational excellence followed by Succession strategy or career replacement planning, with regard to Developing talents, and Retention of talents based on their ß values were not supported.

Table 5: Regression results between Talent Management strategies and Organizational excellence

Independent variables	Standardized beta	t	Sig.	Tolerance	VIF
Recruiting talents	0.254	5.105	0.000	2.181	0.46
Developing talents	0.022	0.391	0.696	1.688	0.59
Retention of talents	0.099	1.801	0.073	1.655	0.60
Succession strategy or career replacement planning	0.068	1.986	0.048	3.505	0.29
Notes: R 2 = 0.155; Adj. R 2 = 0.153; Sig. F = 0.000; F-value = 9.743; dependent variable, Organizational excellence; $p < 0.05$					

VII. Results Discussion

- Based on the perceptions of the members of the study which show that talent management is based on the recognition of talent and appreciation of their talents, and motivate them for work and excellence, talented people are in the company, but recognition of them stimulates their energies and shows their creations clearly. The overall recruitment of staff at Potash is very high. The company receives many applications who are university graduates with qualifications, experience and training. This is due to the increase in potash salaries compared with other companies in Jordan. The company is not affiliated with Jordanian universities in the field of direct recruitment of employees. The selection of talented employees at the Potash Company is also subject to the study and development of conditions under which the talented candidates are recruited to work in the company. These criteria are defined in the application for employment, and interviewing. selection of employees in an undeclared interview. The company offers incentives to help talented people survive. The company offers 13th and 14th month salaries and offers bonuses to keep talented people. The company also builds strategic plans

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based on providing data on the status of employees, identifying their training needs and developing their professional capabilities.

- The levels of these perceptions are based on the view that organizational excellence is achieved in the final product, service delivery and operations management, and that the success of leadership in the company is linked to the ability of the company to provide its services and manage its operations successfully. Where the company is building a clear and visible future line for all its employees, which gave the employees a future vision to put the company among other companies. In addition, the potash product is the raw potash extracted from the Dead Sea, and requires excellence in service delivery rather than extraction and marketing. Therefore, the responses of the respondents reflected the importance of marketing the product after service. The Arab Potash Company in Jordan is also working hard to compete with the other companies on the other side of the Dead Sea, which requires it to develop business processes and continuous marketing to maintain its presence in the market.
- The study showed that males are the largest group by gender variable, which is consistent with the nature of the work in the potash company, which requires travel and migration from Amman to the company's headquarters in the Dead Sea. The company is one of the oldest companies in Jordan. Most supervisors are field supervisors and technicians. They have grown up in the career ladder of the company and have been transformed from technicians to administrators, while females are limited to managerial work at the company's headquarters in Amman. The results of the study showed that the bachelor's degree is the largest category according to the variable of the academic qualification. The recruitment and selection policy of the potash company requires a bachelor's degree in management to work in its business administration, whereas many employees with a diploma qualification and below are technicians they were employed in purely technical tasks, but they developed themselves and took managerial tasks. The postgraduate group is part of the managerial staff that completed their studies during the work of the Arab Potash Company in Jordan. The results showed that the "managerial" category is the largest category, while the higher managerial categories are fewer, which is a natural result of the hierarchy of the number of employees in the institution decreases as the career ladder increases.
- The impact of talent management is clearly reflected in organizational excellence. Organizational excellence requires human capabilities and competencies. Human capital in today's world is the most important component of organizations' success. Attracting and recognizing talent contributes significantly to improving organizational performance and excellence (Temptation, 2014). In addition, talent management in general strengthens the commitment (Surat and Abu Dawood, 2015), and thus achieves a competitive advantage for the organization (Al Kasabr, 2015). Moreover, attracting and recognizing their talents motivates them to work and persevere to improve the level of organizational excellence. The selection and retention of talented people did not affect organizational excellence. This may be due to the fact that many employees believe that organizational excellence depends on the final results of talent management and does not depend on their internal management processes of choice and retention. Flexibility reduces the activity and effectiveness of creators and thus organizational excellence (Fotis & Katerina, 2005).
- These results were consistent with the results of Makri and Yehiaoui study (2014), which showed an impact of talent management on performance, and the study of Al-Saleh (2011), which revealed the importance of innovators in organizations to achieve organizational excellence. And the study of Hassan, which showed the importance of attracting talented people to achieve organizational excellence, and the study of Abdel Moneim (2009), which showed the importance of intellectual capital in achieving organizational excellence.

VIII. Recommendations

In the light of the results of this study, the researchers recommend that government agencies pay attention to innovators in schools, universities and government institutions, support them and recognize their talents, as they represent an intellectual capacity that improves the performance of organizations, and increases their competitiveness. The Arab Potash Company in Jordan also recommends taking care of creative and talented people, providing laboratories and scientific research centers at the company's headquarters in the Dead Sea, and allocating part of the budget to finance some of the innovations ideas of the employees of the company to encourage them and unleash their intellectual potential. And coordinate with universities and colleges to attract and employ talented people, and allow them to unleash their creative potential. To stay away from the bureaucratic systems of management, to deal flexibly with employees and to recognize and motivate their talents. And providing the civil society organizations with centers and libraries for creative children; allowing them to develop their energies and direct them towards community service.

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