

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

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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.

Index terms— talent management strategies, organizational excellence, arab potash company, jordan.

1 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

5 B) STRATEGIES OF TALENT MANAGEMENT

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

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

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

56 2 Year ()

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

63 3 II.

64 4 Theoretical Framework a) Concept of talent management

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

70 The concept of talent management, which is one of the concepts that emerged in the world of management and
71 business as a result of the developments that accompanied the era of globalization, the explosion of knowledge,
72 and increasing population growth rates, which led to the need of increasing the scope of services provided to
73 communities in terms of quantity and quality, and increased the attention to the inputs of the organizational
74 system, especially the human resources in terms of developing their capacities and talents (Al-Masry and Al-Agha,
75 2015).

76 Armstrong (2009) defined talent management as representing those individuals who have a difference in the
77 performance of the organization either by their contributing directly to performance or by achieving high levels of
78 performance over the long term. Clake & Winkler (2006) defined it as a property of organizational characteristics,
79 largely influenced by the type of industry and the nature of work, a dynamic concept that can be changed over
80 time according to organizational priorities. Waheed, Zaim and Zaim, 2012: 131) defines talent management as "an
81 managerial system that identifies the most important and sensitive functions in the organization that contribute
82 to sustainable competitive advantage by providing them with the right workforce to perform effectively and
83 efficiently." Horváthová (2011) defined Talent Management "a range of activities of the organization that are
84 concerned with owning, developing, motivating and sustaining talented employees to achieve current and future
85 objectives of the organizations." It is also defined as "the organization's ability to provide an organized strategy
86 based on attracting, hiring, developing and developing staff, and treating these staff as talented and deserving
87 care and attention, motivating them to move forward, and seeking to place the right man in the right place at
88 the right time to provide human capacity to achieve the objectives of the organization and its access to excellence
89 among the other organizations"(Ahmad, 2011). Anupam and Upasna(2012) defined Talent Management as the
90 process of attracting, integrating, developing and retaining highly skilled workers to work in the organization.
91 Talent management includes several elements: talent discovery, development, motivation and retention.

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

95 5 b) Strategies of talent management

96 Economic and political crises are the most important factors driving the economy to search for strategies to meet
97 these challenges, and remain competitive in the market. This requires hard work to improve production and
98 reduce cost by relying on highly skilled and talented people. Organizations employ talent management strategies

99 that include selection, development and retention of talent (Horváthová, 2011: 51; Singh, Jones and Hall, 2012: 100 96).

101 As well as long-term strategic that takes into account the future challenges that the organization can face to 102 achieve success and excellence (Rowland, 2011). The success of the organization depends on the strategy through 103 which talent management is conducted (Kehinde, 2012).

104 **6 c) Recruiting Talents**

105 Recruiting talents strategy is based on attracting talented employees who are able to achieve the objectives of the 106 organization effectively through their abilities and expertise that are commensurate with the nature of the work 107 of the organization, and capable of adapting to the high productivity. This strategy is one of the most important 108 elements of finding, maintaining and developing staffs, which enable organization to achieve competitiveness and 109 excellence (Rowland, 2011). Pruis (2011) argues that there are criteria for recruiting which represented by caring 110 about the values and visions of the organization, and the organization's brand is one of the most important 111 attractions where talented people seek to find reputable organizations that expect them to succeed and provide 112 them with an appropriate environment for creativity, so that the organization can attract these individuals by 113 setting special conditions commensurate with their abilities.

114 **7 d) Developing Talents**

115 After recruiting talented people, the organization must work hard to develop these talents through ongoing 116 education and training processes that develop their abilities, skills and knowledge in order to achieve high 117 potential in organizations (Areiqat, Abdelhadi & Tarawneh, 2010). Human resource management can judge 118 the professional growth of employees through changes in performance, perception and behavior. The process of 119 talent development is based on studying the abilities of the talented, the needs of the organization and the job 120 requirements of the talented person, limiting their weaknesses and thus filling these gaps with education and 121 training continuing with productive and distinctive work that meets needs (Williamson, 2011).

122 **8 e) Retention of Talents**

123 There are factors that influence talent and push him to seek other job opportunities. These factors include: 124 the reduction in the number of employees, and the financial crises both in the organization and globally. There 125 are also organizations that offer competitive offers to the organization in which the talented employee works. 126 To preserve talents and not lose them (Whelan & Carcary, 2011). One of the measures that the Organization 127 may seek to provide is the provision of concessions, benefits and compensation, and the provision of suitable 128 workplaces to talented individuals and the rewards offered to them to reduce the Organization's loss of talent 129 ??Cannon and McGee, 2011).

130 **9 f) Succession strategy or career replacement planning**

131 This strategy is to provide a cadre of talented people to occupy major positions in the future. This requires the 132 development of the organization's staff, preparing them to receive the job when needed and not leaving a chance 133 to be surprised when there is no important job in the organization (Kasmi, 2011).

134 The career replacement process requires managers to be able to anticipate the future needs of the organization, 135 to meet needs in order to ensure the organization's stability and vision, and is always seeking to provide training 136 for a segment of the talented and possess the basic skills of the expected future jobs. Effective job planning 137 depends on some features including leadership model, and a system for measuring the performance of individuals 138 based on the principle of leadership competency model (Cappelli, 2008).

139 **10 g) Concept of organizational excellence**

140 Management concepts have gone through many factors and conditions that have led to many changes, such as 141 shifting from a focus on physical capital to a focus on intellectual capital, and a focus on quality of services, to 142 focus on service excellence. As a result of these changes, in 1991, the European Organization for Quality built 143 the European model of excellence (Alrayes, 2003).

144 States and organizations continued to build models of excellence as a result of several factors: increase of 145 services of government agencies, international conventions, and a sense of responsibility towards society. Work 146 on excellence models covered most sectors of work and services ??Sheffield University, 2003).

147 Organizational excellence is defined as "a state of managerial innovation and organizational excellence that 148 achieves exceptionally high levels of performance of production, marketing, financial and other processes in the 149 Organization, resulting of achievements that outweigh what the competitors achieve, satisfying customers and 150 all stakeholders in the Organization (AL-silmy, 2002). It is an intellectual pattern and management philosophy 151 based on a methodology that relates to how to achieve concrete results for the organization to achieve a balance 152 in satisfying the needs of all parties, both stakeholders and society at large, within a culture of learning, creativity 153 and continuous improvement. The researchers define organizational excellence as the organization's access to a

154 high degree of sophistication. This is reflected in several indicators, such as competitiveness, product quality, low
155 costs, customer satisfaction, customer numbers, cost reduction and other indicators.

156 Organizational excellence has dimensions that allow us to recognize the extent of excellence, these dimensions
157 are ??Shelton, Darling & Walker, 2002: 49;Mahalli, 2013). Leadership Excellence: represents the degree of
158 the leader's ability to exploit organizational opportunities, provide development opportunities, and accept the
159 challenge work in a way that helps organization to cope with the various processes and crises (Hesslbein&
160 Johnston, 2002). The researchers define Leadership excellence as the ability of leaders to exploit material
161 and human resources, and is measured to the extent that the employees are able to achieve the leadership
162 excellence in the organization using excellence index that was built in this study. Excellence in service delivery:
163 "The performance of activities that are in providing services that exceed the needs of customers to levels that
164 distinguish them from other organizations which provide the same service" (Eagles, 2010: 11). The researchers
165 define excellence in service delivery as the capacity to provide excellent services to customers, so as to ensure
166 continuity of their dealings with them, and measured by the degree obtained by the staff on the field of excellence
167 in providing service in the measure of organizational excellence that was built in this study. Excellence in
168 Operations Management: "All activities; internal and vital activities which distinguish organization from other
169 organizations through which the needs, expectations and aspirations of learners are met" (Eagles, 2010: 11). The
170 researchers define excellence in Operations Management as the ability to manage its inputs and guide them in a
171 distinctive way to achieve quality and excellence outputs, and are measured by the level of excellence achieved
172 by the staff of organization.

173 11 III.

174 12 Research Hypotheses

175 13 Research Framework

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

180 14 Methodology

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

184 15 a) Data Collection

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

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

199 16 Recruiting talents

200 17 Organizational Excellence

201 Developing talents

202 18 Retention of talents

203 Succession strategy or career replacement planning cover letter described the aim of the study, guaranteed
204 anonymity of data, requested the respondent to answer each question.

205 **19 b) Measures**

206 The constructs in this study were developed by using measurement scales adopted from prior studies.
207 Modifications were made to the scale to fit the purpose of the study. All constructs were measured using
208 fivepoint Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively
209 worded.

210 **20 c) Operational Definitions**

211 Talent management strategies: High percentage of intelligence, abilities and skills possessed by the individual
212 make him able to perform tasks in an extraordinary than expected, so that the organization able in meeting
213 the needs of the community. Recruiting Talents: Strategies and procedures taken by Potash to attract qualified
214 talent to work through providing material and moral incentives and measured by the degree to which the potash
215 staff is able to attract talented people. Developing Talents: A method followed by the Arab Potash Company
216 in Jordan to select talented people using appropriate testing and interviewing tools, measured by the degree
217 of potash staff's selection of talent. Retention of Talents: Actions by Potash to create the right conditions for
218 its talented employees to keep them from relocating to other local or international companies, measured by the
219 degree to which the Potash staff obtains the retention of talented. Succession strategy or career replacement
220 planning: Procedures followed by the Arab Potash Company in Jordan to give talented people the opportunity
221 to demonstrate their talents and to measure the degree to which the potash staff obtains the recognition of talent.
222 Organizational Excellence: The ability of Arab Potash Company in Jordan to provide superior services to meet
223 the needs of its customers than the other institutions that works in the field of potash production. The degree
224 to which the staff of the Arab Potash Company in Jordan is measured is based on the measure of institutional
225 excellence built in this study. Leadership Excellence: The ability of the Arab Potash Company leaders in Jordan
226 to utilize the material and human resources in an optimal manner and guide them to achieve the company's
227 objectives. It is measured by the degree that the staff of the Arab Potash Company in Jordan obtains the field
228 of leadership excellence in the measure of institutional excellence that was built in this study.

229 Excellence in service delivery: The ability of Arab Potash Company in Jordan to provide excellent services
230 to customers, so as to ensure continuity of their dealings with them, and measured by the degree obtained by
231 the staff of Arab Potash Company in Jordan on the field of excellence in providing service in the measure of
232 institutional excellence that was built in this study. Excellence in Operations Management: The ability of the
233 Arab Potash Company in Jordan to manage its inputs and guide them in a distinctive way to achieve quality
234 and excellence outputs, and is measured by the degree obtained by the staff of Arab Potash Company in Jordan
235 on the field of excellence in operations management in the measure of institutional excellence that was built in
236 this study.

237 **21 d) Sample**

238 The study population consisted of all managers at different levels working in Arab Potash Company in Jordan
239 (246), the researchers distributed the study tool on the managers at all levels mounted (246). Subjects were asked
240 to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert
241 scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 45 items. In order to
242 minimize possible response bias, instructions emphasized that the study focused only on their personal opinions.
243 (227) questionnaires retrieved. After reviewing the questionnaires show that there are (4) extremely unfit for
244 statistical analysis, that had the study sample size (223). Females make (9 percent) of the managers on the other
245 hand Males respondents represented (91 percent) of the survey population. The largest group of respondents (79
246 percent) was with experience 5 years and more. The next largest group (18 percent) was experience 5-10 years.
247 Smaller groups of respondents were with experience less than 5 years (3 percent). With regard to educational
248 level, respondents with Bachelor degrees were the largest group of respondents make

249 **22 Global Journal of Management and Business Research**

250 Volume XVII Issue VII Version I Year () A (53 percent) , respondents with Diploma degrees make (41 percent).
251 Respondents with Master and PhD degrees make (6 percent). The sample characteristics of the respondents
252 represented in Table 1.

253 **23 e) Reliability and validity of the survey instrument**

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

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

271 24 f) Descriptive statistics analysis

272 Table (4) indicates that managers of Arab Potash Company in Jordan evaluate Succession strategy or career
273 replacement planning (with the highest mean scores, i.e. $M = 3.51$, $SD=0.76$) to be the most dominant strategy
274 of Talent Management and evident to a considerable extent, followed by Developing talents ($M= 3.50$, $SD=0.54$),
275 Recruiting talents ($M = 3.50$, $SD=0.61$), and Retention of talents (with the lowest mean scores $M = 3.47$,
276 $SD=0.47$). With regard to Organizational excellence managers of Arab Potash Company in Jordan perceived
277 Excellence in service delivery (with the highest mean scores, i.e. $M = 3.71$, $SD=0.68$) to be the most dominant
278 Organizational excellence dimension within their company and evident to a considerable extent, followed by
279 Excellence in Operations Management ($M= 3.70$, $SD=0.64$), and Leadership excellence (with the lowest mean
280 scores $M = 3.62$, $SD=0.65$).

281 25 Test of Hypothesis

282 Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used
283 to analyze the relationship between a single dependent variable and several independent variables ??Hair et
284 al., 1998). In this model, Organizational excellence acts as the dependent variable and strategies of Talent
285 Management, as the independent variables. From the result as shown in Table (5), The regression model was
286 statistically significant ($F = 9.743$; $R^2 = 0.155$; $P = .000$). The R^2 is 0.155, which means that 15.5 per cent of
287 the variation in Organizational excellence can be explained by Recruiting talents, Developing talents, Retention
288 of talents, and Succession strategy or career replacement planning. The proposed model was adequate as the
289 F -statistic = 9.743 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable
290 fit and there was a statistically significant association between Talent Management strategies and Organizational
291 excellence.

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

297 26 Results Discussion

298 -Based on the perceptions of the members of the study which show that talent management is based on the
299 recognition of talent and appreciation of their talents, and motivate them for work and excellence, talented people
300 are in the company, but recognition of them stimulates their energies and shows their creations clearly. based
301 on providing data on the status of employees, identifying their training needs and developing their professional
302 capabilities.

303 -The levels of these perceptions are based on the view that organizational excellence is achieved in the final
304 product, service delivery and operations management, and that the success of leadership in the company is linked
305 to the ability of the company to provide its services and manage its operations successfully. Where the company
306 is building a clear and visible future line for all its employees, which gave the employees a future vision to put the
307 company among other companies. In addition, the potash product is the raw potash extracted from the Dead
308 Sea, and requires excellence in service delivery rather than extraction and marketing. Therefore, the responses
309 of the respondents reflected the importance of marketing the product after service. The Arab Potash Company
310 in Jordan is also working hard to compete with the other companies on the other side of the Dead Sea, which
311 requires it to develop business processes and continuous marketing to maintain its presence in the market.

312 -The study showed that males are the largest group by gender variable, which is consistent with the nature of
313 the work in the potash company, which requires travel and migration from Amman to the company's headquarters
314 in the Dead Sea. The company is one of the oldest companies in Jordan. Most supervisors are field supervisors and
315 technicians. They have grown up in the career ladder of the company and have been transformed from technicians
316 to administrators, while females are limited to managerial work at the company's headquarters in Amman. The
317 results of the study showed that the bachelor's degree is the largest category according to the variable of the
318 academic qualification. The recruitment and selection policy of the potash company requires a bachelor's degree
319 in management to work in its business administration, whereas many employees with a diploma qualification
320 and below are technicians they were employed in purely technical tasks, but they developed themselves and took

321 managerial tasks. The postgraduate group is part of the managerial staff that completed their studies during
322 the work of the Arab Potash Company in Jordan. The results showed that the "managerial" category is the
323 largest category, while the higher managerial categories are fewer, which is a natural result of the hierarchy of
324 the number of employees in the institution decreases as the career ladder increases.

325 -The impact of talent management is clearly reflected in organizational excellence. Organizational excellence
326 requires human capabilities and competencies. Human capital in today's world is the most important component
327 of organizations' success. Attracting and recognizing talent contributes significantly to improving organizational
328 performance and excellence (Temptation, 2014). In addition, talent management in general strengthens the
329 commitment (Surat and Abu Dawood, 2015), and thus achieves a competitive advantage for the organization
330 (Al Kasab, 2015). Moreover, attracting and recognizing their talents motivates them to work and persevere
331 to improve the level of organizational excellence. The selection and retention of talented people did not affect
332 organizational excellence. This may be due to the fact that many employees believe that organizational excellence
333 depends on the final results of talent management and does not depend on their internal management processes
334 of choice and retention. Flexibility reduces the activity and effectiveness of creators and thus organizational
335 excellence (Fotis & Katerina, 2005).

336 -These results were consistent with the results of Makri and Yehiaoui study (2014), which showed an impact
337 of talent management on performance, and the study of Al-Saleh (2011), which revealed the importance of
338 innovators in organizations to achieve organizational excellence. And the study of Hassan, which showed the
339 importance of attracting talented people to achieve organizational excellence, and the study of Abdel Moneim
340 (2009), which showed the importance of intellectual capital in achieving organizational excellence.

341 VIII.

342 **27 Recommendations**

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

354 **28 Global Journal of Management and Business Research**

Volume XVII Issue VII Version I Year () ^{1 2}

Figure 1:

1

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

Figure 2: Table 1 :

2

Year	Construct and item Recruit- ing talents (RT)	Loadings	Communalities	EigenValue	Variance	Reliability
20	RT1	0.52	0.59	2.069	61.23%	0.86
	RT2	0.58	0.62			
Volume	RT3 RT4 RT5 RT6 RT7 De-	0.55	0.56	0.61	0.57	0.58
XVII	veloping talents (DT) DT1	0.54	0.59	0.54	0.57	0.63
Issue	DT2 DT3 DT4 DT5 DT6	0.63	0.62	0.57	0.67	0.66
VII	DT7 Retention of talents	0.59	0.55	0.50	0.62	0.59
Version	(RTA) RTA1 RTA2 RTA3	0.53	0.52	0.53	0.56	0.54
I Global	RTA4 RTA5 RTA6 RTA7	0.55	0.52	0.57	0.58	0.57
Journal	RTA8 RTA9 RTA10 RTA11	0.54	0.55	0.61	0.59	0.60
of Man-	Succession strategy or career	0.66	0.57	0.58	0.71	0.64
agement	replacement planning (ST)	0.61	0.63	0.64	0.67	0.68
and	ST1 ST2 ST3 ST4 ST5 DT8	0.59	0.56		0.63	0.59
Business						
Re-						
search (
)						
	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			

[Note: A]

Figure 3: Table 2 :

Construct and item	Loadings	Communalities	EigenValue	Reliability
Leadership excellence (LE)			3.112	58.3670.87
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	63.5490.84
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	61.2430.82
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		

Figure 4: Table 3 :

4

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.		

Figure 5: Table 4 :

5

Independent variables	Standardized beta	Sig.	Tolerance	VIF
Recruiting talents				
Developing talents				
Retention of talents				
Succession strategy or career replacement planning				
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.				

Figure 6: Table 5 :

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