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

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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 attracting talents strategy, Developing talents strategy, Retention of talents strategy, and Succession strategy, had a significant and positive effect on effectiveness Human Resources Information Systems in commercial banks working in Jordan, based on the study results, talent management strategies may be considered as critical success factors for effectiveness Human Resources Information Systems in commercial banks working in Jordan, the researcher recommends manager and decision makers to Offer an attractive career path for different groups of talents will also help to prevent putting people into the leadership path that actually do not want to be leaders or do not have the right competencies.

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I. Introduction

The rapid development of information technology gradually shifted attention from physical capital to intellectual and human capital. In the light of competitive economy and the information age, creative and talented human capital is the true capital of organizations; as the cornerstone of innovation and creativity, The leader of the process of change and creativity, and therefore organizations that are interested in the management and development of talented people is an organization able to transfer knowledge to value, and then to a competitive advantage, which means that the center of gravity in generating value has moved from the exploitation of the Natural resources (physical) to the exploitation of intellectual assets (intangible).

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, there is a need for excellence, which is based on a balance between all parties involved in the work of the Organization.

In the twenty-first century, high-speed and highly competitive talent has become one of the most important pillars for companies to achieve their strategic vision. Demand has been increased by the selection of competent and qualified employees, the discovery and development of their talent, To achieve its goals with ease (Makri and Yehiaoui, 2014). According to (Schweyer, 2004) A Talent Management System puts useful means in the hands of HR professionals that enable them to gather, process and evaluate volumes of data related to high potentials and other staff.

The rapid development of information systems necessitated the use of efficient and effective information systems that would achieve their objectives and improve the management of their human resources. The importance of these systems for their critical role in developing the performance of the human resource, the provision of information to facilitate decision-making, And the development of communications and information flow between managerial levels, all of which would positively affect their overall performance, which forced the institutions to seek and in various ways to obtain the latest advanced technologies to allow them to engage in globalization and competition in the global

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markets, and Information systems need to be developed in a variety of ways and technologies to meet the desires of customers in general, and the management's desire to invest in particular (Ghalbi and Idris, 2009). Organizations in Jordan have sought to develop their human resources information systems in two decades to keep abreast of the rapid developments in international organizations and remain strong competitors locally and globally. It also focused on its performance, and attracting talents and management them.

Organizations compete with each other for the resources. The most important of these is the creative human being and the outstanding competencies. Organizations need to effectively manage talent, attract the most talented individuals, to be more suited to current and future employment needs, adaptive, adaptable and productive. Talent management, with the acceleration of information technology, the use of sophisticated information management systems and innovative talent, organizations seeking to compete with international companies based on the talent of the human element, mainly the importance of this study by identifying the impact of talent management on the effectiveness of human resources information systems, And provide a theoretical framework that provides the Arab library with new information. The organizations may be guided by the information contained therein in adopting new talent management strategies. This study reveals results that benefit organizations in different sectors in a practical way to improve their efficiency and effectiveness. Accordingly, this study aims at revealing the impact of talent management on the effectiveness of human resources information systems.

II. Theoretical Framework

a) *Talents Management*

Qatami (2010) noted that the characteristics of talented people are related to the manifestations of excellence. Jarwan (2012) states that the most important characteristics of the talented people are the cognitive characteristics and the emotional characteristics, studies agree that the characteristics of the talented people are characterized by cognitive characteristics and the emotional characteristics that distinguish them from others. However, most talented individuals enjoy emotional stability and self-autonomy, show leadership in the peer group, are less prone to mental illness, and happier than their peers (Hallahan & Kauffman, 2011).

The importance of employing talent management is that organizations, whether productive or service oriented, seek to increase their revenues and profits by increasing production, reducing costs and improving the quality of the product or service. This requires the creation of a highly skilled and creative staff capable of achieving the objectives of the organization. And reaching excellence in competition (Farley, 2005). Guthridge, Harttig, Komm and Lawson (2008) deduced that the primary role of talent planning is to enhance easy identification of future talent s which are needed at all organizational levels.

b) *Concept of Talents Management*

The talent is considered a national wealth distributed in the society at random, like a great raw in a great crowd of people, no one pays attention to his energies that exceed all the energy known to man, the society sees him as a small, stupid, this view works to frustrate him and push him to withdraw and retreat, Why not provide him with a helping hand and recover the wasted capital, the creator is our son today, our world and our leader tomorrow, his investment is an investment that returns to the nation with great benefits (Qatami and Mashaal, 2007). Osinga (2009) attributes talent in business to leadership talent, core talent, and supporting talent: they form the support team to core business, and there are external sources and management activities that can motivate them. They are also flexible, where their abilities can be invested in other tasks As needed.

Talent management refers to the anticipation of required human capital the organization needs at the time then setting a plan to meet those needs (Vance, 2006). Talent management is defined as "implementing integrated strategies or systems designed to improve the recruitment and development of people, retain the skills required and prepare to meet current and future organizational needs (Li and Wang, 2010). Talent management is defined as the process of identifying, development, recruitment, retaining and deployment of high potential individuals at the workplace (Wellins, Smith & Erker, 2009)." Talent Management defined by (Horváthová, 2011) "a range of activities of the organization that are concerned with owning, developing, motivating and sustaining talented employees to achieve the objectives of current and future organizations. Heinen and O ‟ Neill (2004), Talent Management is one of the most effective ways to achieve a durable competitive advantage.

Hartley (2004), Talent Management is an expression that extends over a wide set of activities, such as succession planning, HR planning, employee performance management etc. Conningham (2007) defined it as "high performance and a resource that must be managed mainly by performance levels, ie, the search for intelligent individuals should be sought, assigned and rewarded differently regardless of their particular roles or even the specific needs of the organization.". Talent management can be defined as an administrative system designed to attract and retain talented people and to create ways to unleash their creative potential, measured by the degree to which potash employees receive the talent management scale developed in this study.

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c) Strategies of Talents Management

Choosing the right talent is one of the most important factors that helps to meet the challenges and accomplish the tasks. The success or failure of the organization is closely linked to the decision to choose the talented. The right choice leads to success and excellence while the wrong selection of the talent leads to failure and excessive cost as a result of failure (Shuaa, 2008). Gardner (2000) finds that the wealth of the nation consists of nothing more than the number of talented people who work there. Haskins & Shaffer (2010) summed up the importance of talent management as follows: focus on critical positions and centers of major importance in the organization, develop a list of benchmarks for critical positions "discover potentials", create talent pools for each organizational level, and plan to avoid disruption of work due to sudden departure of critical position holders, maintaining talent and ensuring their investment in the service of the organization, ensuring the flow of talent across the leadership channels, and assisting individuals in planning their career paths. Organizations have begun to employ talent management strategies that include the selection, development and retention of talent as well as long-term strategic planning that takes into account the future challenges that the organization may face in achieving success and excellence (Rowland, 2011).

According to Hartley (2004), Talent Management is a term that extends over a wide set of activities, such a s succession planning, employees loyalty, employees trust, human resource planning, employee performance management etc. Davis (2007) Talented and ambitious people will only stay with their current employer if they are offered positive development, motivation and nurturing to ensure they are given every chance of realizing their potential. or organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Collings and Mellahi (2009) Noe (2000) identify various set of practices covered by most talent management activities; staffing, recruitment, training and development, succession planning and employee retention management. It is the process of attracting, integrating, developing and retaining highly skilled workers to work in the organization (Anupam, and Upasna, 2012).

Attracting Talents: The process of attraction is based on a set of criteria, which is to take into consideration the values of the organization and its vision. The organization's brand is one of the most important attractions. The talented people seek to find reputable organizations where they expect success and provide them with a suitable environment for creativity. These individuals develop special conditions commensurate with their abilities (Pruis, 2011). Rowland (2008: 38) defines it as processes and actions taken by the organization to attract talented people by providing appropriate moral and material factors to generate their desire to enroll. "The researchers define them as strategies and actions taken by the organization to attract talented people to work in them by providing material and moral incentives.

Developing Talents: The organization works after attracting talented people to develop these talents through education, training and development to develop their abilities, skills and knowledge to achieve high performance for the organization (Areiqat, Abdelhadi & Tarawneh, 2010). The process of talent development builds on the talent abilities, the organization's needs and the job requirements of the talented, limiting their weaknesses and working to fill these gaps with education and training that increases their chances of continuing productive and distinctive work that meets the needs (Williamson, 2011).

Makri and Yehiaoui (2014: 179) defined developing talents as "one of the of HR management areas for selection procedures using appropriate tools for selecting talented individuals on the basis of competence. This stage of this process includes the subjects Associated with learning and development. Here employees need to clear their career development path. Also, organizations need to invest more in the staffs to create learning and development opportunities so as to use them for responding the future expectations and requirements (Tajaldin & Eghbali, 2008). It can be defined by the researchers as a way for the organization to choose talented people using appropriate testing and interviewing tools.

Retention Talents: Financial crises contribute to a reduction in the number of employees, whether in the organization or globally, which motivates the talent to seek other job opportunities. There are also organizations that compete with the organization in which the talented person works (Whelan & Carcary, 2011). Retention is a complex concept and there is no single recipe for keeping employees with a company (Chandranshu & Sinha, 2012). In order to maintain talent, the organization must provide concessions, benefits and compensation, and provide suitable workplaces for talented individuals and rewards to reduce the organization's loss of talent (Cannon and McGee, 2011).

According to Frank, and Taylor (2004) the concept of Employee retention says that the employer should try to preserve his/her desirable employees and

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so they can achieve company ‟ s objectives. (Whelan & Carry, 2011: 676) defines it as a set of factors that the organization takes to prevent talented people from looking for opportunities outside the organization and leaving them to have offers that fit their preferences. Herman (2005) discusses; a retention plan that preserves redundant loss of human and intellectual wealth this concept aims to guarantee the stability and productivity among the workforce as well as cut the costs of employee turnover. "The researchers define Retention talents as actions by the organization to create the right conditions for its talented staff, Move to other local or international companies

Succession Strategy : 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 it 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). Collings and Mellahi (2009) Noe (2000) defines succession planning as a process of identifying and preparing suitable high potential employees to replace key players within the organization defined as a set of measures taken by the as their terms expire. (Makri and Yehiaoui, 2014) institution to identify talented people and provide adequate support and real opportunities to demonstrate their talents. They are recognized by the researchers as an organization-driven procedure to give talented people the support and opportunities to demonstrate their talents.

d) Human resources information system

The present era has witnessed major developments in all areas of life. The most prominent developments in the field of information which have become so called information age. As a result of this development, there is an urgent need for systems that manage information in terms of processing, storage, transport and speed of access. This development has brought the world into a small village, and the handling of information takes walks different from the previous (Kanani, 2008). The system is defined as the "interaction of components that work together to accomplish the goal" and that "parts, elements or sections are connected to each other by logical relationships, that is, they are integrated and interact with one another for the purpose of certain objectives" (Chalabi, 2005).

The system is sometimes complicated and difficult to work, but it has helped to align the HR practices with the organizational strategy, identify improvement areas, and keep abreast with the current practices. It allows an organization to assess and evaluate any gaps or potential risks and increase the commitment of HR professionals to continuous improvement. The information system is defined as "a set of resources, means, programs, individuals, data and procedures that allow the collection, processing and communication of information in the form of texts, images, or symbols ... in the organization" (Reix, 2001).

Human resources are the mainstay of the Organization and seek to link staff and management. This role is difficult in traditional organizations. Examples have emerged to help organizations overcome these difficulties and add real value to the Organization through record keeping, especially records of personnel data. Through performance appraisal systems, they provide the organization with audit lists that managers can access for staff follow-up, and human resources information systems serve many purposes, including providing lists of suitable candidates to fill vacancies. HRIS provides information and guidelines for the operation of HR functions, HRM is still a caretaker of employee records, and however, the existence of an HRIS makes this information readily available and useful for managerial decision making.

Human resource information systems are a system of input, processing and output, whose inputs are information, human resources and technological means of human resources management, through which information is processed to assist in reaching decision-making and solving business problems. The system is able to produce more effective and faster outcome than that can be done on papers. HRIS can acquire and track almost any type of data. Some of the effects of HRIS are that it has brought about an improvement in the overall HR functions of the organization not only in administration work. HRIS can be one of the powerful levels of change for the HR Department in any organization.

Jean (2007) defined human resources information systems as "a set of tools that allows the recording of all historical and ephemeral information, and is subject to processing through various processes. " It is also known as "the system that collects, organizes, stores and displays information in its various forms (Macleod & Schel, 2001: 58). The human resource information system (HRIS) is the composite of databases, computer applications, and hardware and software necessary to collect/record, store, manage, deliver, present, and manipulate data for human resources‖ (Broderick an d Boudreau, 1992). Human resources information systems are defined as formal and informal systems that provide management with information on their resources Human being is predetermined, present and predictive in the form of an identity Or written in accordance with the internal processes of the organization and the external environment, which helps managers and workers to obtain the necessary information in a timely manner to assist in decision making. It refers to software packages that address HR needs with respect to planning, employee information access, and employer regulatory compliance in Ball (2001).

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Human resource information (HRIS) is a system that help an organization acquire, store, manipulate, analyses, retrieve, and distribute information about an organization 's human resources (Tannenbaum, 1990) "The researchers define these as planned and organized actions followed by the Arab Potash Company in Jordan to direct their human resources towards achieving their objectives and facilitating the exchange of information, Information Technology, Computers, Internet, Intranet, Computerized Software and Communications. The level of the Arab Potash Company employees in Jordan is measured by the scale of the Human Resources Information Systems In this study.

e) Talents management and HRMIS effectiveness

Studies point out the positive impact of talent management on employee engagement (DiRomualdo et al., 2009). Talent management is one of the most important factors in ensuring sustainable organizational success (McDonnell 2011). Additionally, companies with established talent management capabilities achieve improved quality and skills (Gandossy & Kao, 2004), higher innovative ability (Kontoghior ghes & Frangou, 2009), According to Laff " s (2006) study for different CEOs, Talent Management is the best way to secure a competitive advantage. talent management has positive impact on job satisfaction among employees if they are given career and development opportunities (MacBeath, 2006) and, above all, a higher retention rate overall and of talent in particular (Yapp, 2009). Organizations that apply talent management practices demonstrate higher financial performance compared to their industry peers. Those specific talent management practices that most distinguished financial outperformers from other organizations are understanding and acting upon employee engagement and aligning recognition and performance management systems. Based on these findings the following hypothesis is suggested:

H1. Talent Management strategies directly influence effectiveness Human Resources Information Systems in commercial banks working in Jordan.

More Specifically:

H1a. Recruiting talents directly influences directly influence effectiveness Human Resources Information Systems in commercial banks working in Jordan.

H1b. Developing talents directly influences directly influence effectiveness Human Resources Information Systems in commercial banks working in Jordan

H1c. Retention of talents directly influences directly influence effectiveness Human Resources Information Systems in commercial banks working in Jordan.

H1d. Succession strategy or career replacement planning directly influences effectiveness Human Resources Information Systems in commercial banks working in Jordan.

III. 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.

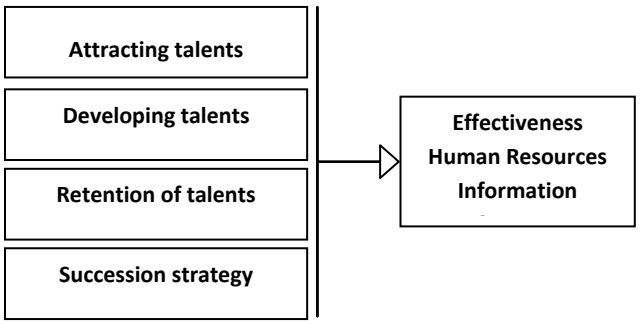


Fig. 1: Theoretical Model

IV. 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 the study constructs (Talent Management and effectiveness Human Resources Information Systems).

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 strategies adopted by the commercial banks working in Jordan adopted from previous studies, and which could possibly influence effectiveness Human Resources Information Systems, using a five-point Likert scale. The following practices were focused on; Attracting talents strategy (7 statements), Developing talents strategy (8 statements), Retention of talents strategy (11 statements), and Succession strategy (11 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the effectiveness Human Resources Information Systems in commercial banks working in Jordan (25 statements).

b) Study Tool

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-

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point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Talent Management strategies consist of Attracting talents strategy, Developing talents strategy, Retention of talents talents strategy, and Succession strategy were adapted from previous studies (Whelan & Carcary, 2011; Chandranshu & Sinha, 2012; Makri and Yehiaoui, 2014). effectiveness Human Resources Information Systems was adapted from previous studies (Gelard, et.al, 2014; Macleod & Schel, 2001; Broderick an d Boudreau, 1992).

c) Sample

The study population consisted of all of the Employees in the in commercial banks working in capital of Jordan, a random simple sample was selected from the study population, with reference to the sample schedule (Bartlett et al., 2002), a sample of 400 employees were selected to represent the study population, the researchers distributed the questionnaires to the study sample. (320) questionnaires retrieved. After reviewing the questionnaires show that there are (10) extremely unfit for statistical analysis, that had the study sample size (310).

Table 1: Sample Characteristics

Variable		Frequency	%
Age group	less than 30	68	22%
	30- less than 40	189	61%
	40 years and more	53	17%
Gender	Male	208	67%
	Female	102	33%
Educational level	Diploma	31	10%
	Bachelor	211	68%
	Master	56	18%
	PH.D	12	4%

Females make (33 percent) of the employees on the other hand Males respondents represented (67 percent) of the sample. The largest group of respondents (61 percent) was aged 30- less than 40. The next largest group (22 percent) was aged less than 30. Smaller groups of respondents were aged 40 years and more (17 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (68 percent), respondents with Diploma degrees make (10 percent), and respondents with Master degrees make (18 percent). Finally, holders of PH.D degrees make (4 percent) of the employees. The sample characteristics of the respondents represented in Table 1.

d) Reliability and validity of the survey instrument

The survey instrument with 62 items was developed based on two variables Talent Management strategies as independent variables with four dimensions: Attracting talents strategy (ATS1-ATS7), Developing talents strategy (DTS1-DTS8), Retention of talents strategy (RTS1-RTS11), and Succession strategy (SS1-SS11). Effectiveness Human Resources Information Systems as dependent variables with one dimension (HRIS1-HRIS25). 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).

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Table 2: Factor analysis of Talent Management strategies

Construct and Item	Loadings	Communalities	KMO	Variance	Reliability
Attracting talents strategy (RTS)			0.852	60.325	0.79
ATS1	0.55	0.61			
ATS2	0.53	0.59			
ATS3	0.57	0.63			
ATS4	0.54	0.58			
ATS5	0.59	0.64			
ATS6	0.62	0.67			
ATS7	0.67	0.71			
Developing talents strategy (DTS)			0.789	58.347	0.81
DTS1	0.56	0.58			
DTS2	0.58	0.61			
DTS3	0.62	0.68			
DTS4	0.58	0.65			
DTS5	0.57	0.63			
DTS6	0.50	0.53			
DTS7	0.51	0.57			
DTS8	0.63	0.69			
Retention talents strategy (RTSA)			0.697	60.358	0.76
RTS1	0.61	0.65			
RTS2	0.62	0.67			
RTS3	0.59	0.62			
RTS4	0.58	0.65			
RTS5	0.57	0.67			
RTS6	0.50	0.53			
RTS7	0.63	0.69			
RTS8	0.52	0.56			
RTS9	0.55	0.58			
RTS10	0.59	0.63			
RTS11	0.57	0.62			
Succession strategy (SS)			0.815	55.361	0.84
SS1	0.53	0.59			
SS2	0.56	0.61			
SS3	0.58	0.63			
SS4	0.52	0.56			
SS5	0.53	0.57			
SS6	0.53	0.56			
SS7	0.63	0.68			
SS8	0.56	0.62			
SS9	0.53	0.56			
SS10	0.61	0.67			
SS11	0.58	0.65			

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Table 3: Factor analysis of Effectiveness Human Resources Information Systems

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Effectiveness Human Resources Information Systems (HRIS)			0.776	57.361	0.79
HRIS1	0.53	0.56			
HRIS2	0.51	0.53			
HRIS3	0.61	0.64			
HRIS4	0.63	0.68			
HRIS5	0.52	0.57			
HRIS6	0.55	0.59			
HRIS7	0.58	0.61			
HRIS8	0.50	0.52			
HRIS9	0.56	0.59			
HRIS10	0.57	0.60			
HRIS11	0.64	0.69			
HRIS12	0.66	0.68			
HRIS13	0.52	0.56			
HRIS14	0.59	0.63			
HRIS15	0.51	0.53			
HRIS16	0.53	0.57			
HRIS17	0.58	0.62			
HRIS18	0.54	0.58			
HRIS19	0.57	0.61			
HRIS20	0.63	0.67			
HRIS21	0.68	0.70			
HRIS22	0.51	0.53			
HRIS23	0.53	0.56			
HRIS24	0.61	0.68			
HRIS25	0.59	0.65			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Talent Management and effectiveness Human Resources Information Systems dimensions. 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 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table (5) and Table (6). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 5, and 6) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 55.361 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

e) Correlation analysis: relationships between the variables

The correlation matrix in Table V further indicates that Attracting talents strategy, Developing talents strategy, Retention talents strategy, and Succession strategy were positively and moderately correlated. The correlation coefficients between the independent variables (Attracting talents strategy, Developing talents strategy, Retention talents strategy, and Succession strategy) were less than 0.9, indicating that the data was not affected by a collinearity problem (Hair et al., 1998). These correlations are also further evidence of validity and reliability of measurement scales used in this research (Barclay et al., 1995; Hair et al., 1998).

Table 4: Summary of correlations among independent variables

Variables	PQ	S	T	BL
Attracting talents strategy	1			
Developing talents strategy	.362	1		
Retention talents strategy	.451	.581	1	
Succession strategy	.578	.324	.319	1

Notes: Correlation is significant at the *0.05; * *0.01 levels (two-tailed).

f) Descriptive statistics analysis

Table (5) indicates that employees of the commercial banks working in capital of Jordan evaluate

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Developing talents strategy (with the highest mean scores, i.e. M = 3.69, SD = .67) to be the most dominant and evident to a considerable extent, followed by Attracting talents strategy (M= 3.65, SD = .78), Succession strategy (M= 3.54, SD = .62), and Retention of talents strategy (M= 3.53, SD = .55). With regard to Effectiveness Human Resources Information Systems, employees of the commercial banks working in capital of Jordan evaluate Effectiveness Human Resources Information Systems (with the mean scores, i.e. M = 3.45, SD = .46). The standard deviations were quite low, indicating the dispersion in a narrowly-spread distribution. This means that the effect of Talent Management on the effectiveness of Human Resources Information Systems in commercial banks working in Jordan are an approximation to a normal distribution.

Table 5: Descriptive analysis of Talent Management strategies and Effectiveness Human Resources Information Systems

Dimension	Mean	Standard Deviation
Attracting talents strategy	3.65	0.78
Developing talents strategy	3.69	0.67
Retention of talents strategy	3.53	0.55
Succession strategy	3.54	0.62
Effectiveness of Human Resources Information Systems	3.45	0.46

V. 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, Effectiveness of Human Resources Information Systems acts as the dependent variable and Talent Management strategies, as the independent variables. From the result as shown in Table (6), the regression model was statistically significant (F = 51.325; R2 =.176; P =.000). The R2 is 0.176, which means that 17.6 per cent of the variation in Effectiveness of Human Resources Information Systems can be explained by Attracting talents strategy, Developing talents strategy, Retention talents strategy, and Succession strategy. The proposed model was adequate as the F-statistic (51.325) 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 Effectiveness of Human Resources Information Systems.

Table (6) also shows that Succession strategy (ß =0.413, p< 0.05), Developing talents strategy (ß =0.407; p<0,05), Attracting talents strategy (ß =0.335, p< 0.05), and Retention of talents strategy (ß =0.108, p< 0.05) had a significant and positive effect on Effectiveness of Human Resources Information Systems. This provides evidence to support H1a, H1b, H1c, and H1D,. Based on the ß values Succession strategy has the highest impact on Effectiveness of Human Resources Information Systems followed by Developing talents strategy, Attracting talents strategy, finally Retention of talents strategy.

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Table 6: Regression Summary of Talent Management strategies and Effectiveness of Human Resources Information Systems (N=310)

MODEL			STANDARDIZED COEFFICIENTS	T	SIG.	COLLINEARITY STATISTICS	
			ß			Tolerance	VIF
1	Constant		1.315	7.159	0.000*		
	Attracting talents strategy		.335	3.446	.001	.201	4.986
	Developing talents strategy		.407	4.673	.000	.386	2.589
	Retention of talents strategy		0.108	2.664	0.008	0.837	1.195
	Succession strategy		0.419	7.421	0.000	0.742	1.348

Notes: R 2 =.176; Adj. R 2 =.172; Sig. F = 0.000; F-value = 51.325; dependent variable, Effectiveness of Human Resources Information Systems $p < 0.05$.

VI. Discussion

In Jordanian commercial banks, talent Management focuses on identifying key positions and positions that can affect the Bank's competitive advantage. The Bank strives to attract talented people to the benefit of its customers. Talent management begins by identifying key locations and then identifying and developing talented employees. The results of the present study are in line with the results of the Sivenko (2008) study aimed at demonstrating a methodology for the organization, which found that talented individuals require a completely different organization from In order to face their shortages. Organizations that apply talent management practices demonstrate higher financial performance compared to their industry peers. Those specific talent management practices that most distinguished financial outperformers from other organizations are understanding and acting upon employee engagement and aligning recognition and performance management systems.

Banks seek to formulate a strategy that focuses on planning the immediate and future needs of the talented and work to attract them on the one hand and to identify the level and quality of the talents available at all organizational levels to develop and enrich their knowledge by adopting objective criteria and sustainable development programs, and to maintain and retain talented people through the provision of conditions They are encouraged by their support and career management, so they develop the skills of talented employees through courses, seminars, and conferences. Talent management includes all activities. aimed at attracting talent, selecting For talent, talent development, and talent retention.

The responses of managers in the commercial banks operating in Jordan in the capital governorate can be explained that the banks focus on the development of managerial processes using human resources information systems for the large number of employees which require the use of human resources information systems, follow up developments in information systems to facilitate the control of human resources Achieve its own objectives. The study shows that On the whole, HRIS, increases the efficiency of HR function, has helped to contribute the potentials of HR Department towards the organization, developed the structure, payroll, time, and attendance, appraisal performance, recruiting, learning management, training system, performance record, employee self-service, scheduling, absence management, systems, styles, reduced HR cost, increased motivation of the HR personnel, analyzed the problems and solved them smoothly, provided and developed sound performance appraisal systems, systematic job analysis, and smooth adoption of the changing mind-set.

The results of the study showed that there is an impact of talent management on the effectiveness of human resources information systems in commercial banks operating in the Capital Governorate. The HR system requires specialized and creative skills. Many HR programs are large in size and comprehensive of staff data. Time, require a great deal of secrecy, and need to be creative (Deborah, 2003). These results were similar to the results of the study (Abdoyan, 2010).

VII. Recommendations

Based on the study results the researchers recommend decision makers and managers of commercial banks in Jordan to:

- The managers have an important role to play in this regard, particularly with respect to understanding what motivates people, ensuring access to learning opportunities, and treating employee with respect. Instead, reflecting a reactionary approach, in many organizations raises or other sweetening of the compensation package are common responses when a valued employee shows signs of leaving.
- Organizations should identify the strategic value and competitive advantage that they can gain through HRIS in HR planning. Strategic planning linked with the HRIS can make the organization efficient for merger, acquisition and takeover.

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- Rewarding employees according to the ir performance. This will motivate the employees to work harder to achieve their targets.
- Talent management is arguably a compelling approach for dealing with the impending labor crisis as well as effective policies for enhancing the positioning of an organization as well as its corporation brand.
- An effective HRIS solution coupled with a thoughtful succession planning policy can rapidly boost your organizational performance.
- Offering an attractive career path for different groups of talents will also help to prevent putting people into the leadership path that actually do not want to be leaders or do not have the right competencies.
- Corporate Communication through HRIS could build up strong organization culture, which has been least bother in the organization.
- Human Resource Managers should carry out annual salary surveys, to enable them benchmark and thus improve on how they compensate their staffs well and avoid losing them to their competitors after they have invested much in them.

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