

The Impact of Talent Management on Organizational Excellence at Amman Arab University

Jehad Younes AlQdeimat, Prof. Shaker Jaralla Alkshali

The World Islamic Sciences & Education University.

Email: Jehadhr@gmail.com, drshaker55@yahoo.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i8/17966> DOI:10.6007/IJARBSS/v13-i8/17966

Published Date: 06 August 2023

Abstract

This study aimed to investigate the impact of talent management on organizational excellence at Amman Arab University. Talent management was measured through four dimensions: talent attraction, talent development, talent retention, and talent performance management. Organizational excellence was measured through five dimensions: strategy excellence, leadership excellence, subordinates excellence, organizational structure excellence, and organizational culture excellence. The study used the quantitative method, after obtaining the answers of 146 managers through an electronic questionnaire that was developed to collect the required data. A group of statistical methods were used, such as the mean, standard deviation, and simple and multiple regression coefficients.

The study revealed that there are high application levels for the dimensions of talent management and dimensions of organizational excellence in Amman Arab University, and that there is a significant impact of talent management on organizational excellence, and that talent management affects each dimension of organizational excellence. The researchers recommended the university to strengthen the activities related to retaining the talented by providing good working conditions for the talented, preparing clear procedures related to attracting the talented, and employing workers with high intellectual energies.

Introduction

The success of organizations in organizational excellence is linked to their ability to improve their overall performance and outperform competitors in the market. To achieve organizational excellence requires excellence in the performance of subordinates, in addition to promoting a positive culture that rewards outstanding performance, encourages and appreciates creativity and innovation, believes in development and training as a way to advance the overall performance of the organization, and believes in the necessity take advantage of available technology to improve the services provided to customers.

Talent management can play a role in achieving the organizational excellence of Amman Arab University. Despite the challenges facing the sector, this university strives to attract and employ qualified talents, develop their skills, and increase their chances of outperforming competitors in Jordanian market.

Talent management can contribute to the success of organizational excellence in the ever-changing business world. Therefore, Amman Arab University is keen to attract, develop and retain human talent, as well as to invest in technology to meet customer needs and improve service quality. This study comes to verify the impact of talent management on organizational excellence at the university.

Study Problem and Questions

Talent management involves recruiting, developing and retaining talent and managing its performance to achieve organizational goals. Achieving organizational excellence means excellence in leading the organization towards achieving its strategic objectives, in addition to distinguishing its organizational structure in terms of flexibility and its ability to respond to potential changes, and distinguishing subordinates who are able to perform tasks in the best way towards achieving strategic goals. Organizational excellence also includes creating a stimulating and encouraging work environment. To innovate and find solutions to various challenges, and talent management can participate in achieving organizational excellence, and accordingly, the problem of the study can be identified with the following two questions:

1. What is the level of relative importance of the study variables (talent management in its dimensions, and organizational excellence in its dimensions) at Amman Arab University?
2. What is the impact of talent management on organizational excellence at Amman Arab University?

Study Importance

The importance of this study comes in its theoretical and practical importance as follows:

- Theoretical importance: The importance of this study emerges from the importance of the variables it includes, namely: talent management in its dimensions (talent attraction, talent development, talent retention, and talent performance management) and organizational excellence in its dimensions (strategic excellence, leadership excellence, subordinates excellence, organizational structure excellence, and organizational culture excellence), and after reviewing the previous studies, the researchers noted the lack of studies linking the variables of the study, which are talent management and organizational excellence, in one model, and that the studies are still insufficient in the Arab environment in general, and in the Arab University of Amman in particular, so the researchers look forward to this study being a scientific addition to researchers in the field of scientific research, enriching knowledge in the field of its variables, and contributing to filling some of the shortage in the Arab library in this field. The researchers also hope that this study will open the way for further studies on the study variables, based on the results that will be reached.

Applied importance: The importance of this study is represented in determining the impact of talent management on organizational excellence at Amman Arab University.

Study Objectives

This study aims to identify

1. The relative importance of the study variables (talent management in its dimensions, and organizational excellence in its dimensions) at Amman Arab University.
2. The impact of talent management in its dimensions on organizational excellence in its dimensions at Amman Arab University.

Theoretical Framework

Talent Management

The first to refer to the term talent management is David Watkins when he published his article in 1998 entitled "War for Talent", then it was stated in the annual report of McKensey that talents are the most intelligent workers in the organization, and they can be estimated at (10-20%) of the employees, who represent the important value of any organization, through (10%) of the employees, (90%) of the business is successful, so these talented people must be cared for, retained, and given more responsibility and independence (Lewis & Heckman, 2006).

Talent is generally viewed as a small percentage of the high-performance or high-potential employees in an organization who possess the expertise to solve business problems efficiently. Talented employees are evaluated for their value and uniqueness. These employees, who are identified as high-performance or high-potential employees, through outstanding employee development programs that include attracting, selecting, developing, rewarding, and evaluating talent (Kwon & Jang, 2021).

It also means a set of interrelated administrative processes through which talent can be attracted, retained, and developed through training and qualification to come up with the best outputs, and motivate them to work within the organization (Ali & Salman, 2020).

Talent management is defined as an idea that the organization relies on in its integrated interrelated operations, through which it can work to attract, motivate and develop talents to achieve the desired goals (Al-Harbi, 2022).

Talent management means that it is the process of formulating strategies, plans and policies necessary in order to develop the processes of attracting, developing and retaining individuals with skills and competencies and focusing on this group of talents by working to employ them in pivotal positions to benefit from their knowledge, skills and capabilities, which contributes to achieving a sustainable competitive advantage (Al-Zyoud & Omari, 2021).

Talent management is considered one of the most important practices used by modern human resources management, which are considered supportive practices for traditional practices of human resource management through its attempts to attract and retain highly skilled individuals and train the most talented employees to benefit from their talents in achieving current and future goals (Al-Rifai, 2022).

In measuring talent management, the two researchers relied on: attracting talent, developing talent, retaining talent, and managing talent performance, based on: (Atta, 2021; Al-Mughiriyya et al., 2022; Abu Qaoud & Tarawneh, 2022; Qarashah & Wanas, 2022; Al-Zyoud & Al-Omari, 2021; Dahd, 2022; Hosni, 2022; Jannah & Nafeh, 2022; Al-Taie & Al-Karawi, 2018; Al-Obaidi & Al-Tamimi, 2017; Al-Luqan, 2020; Martinez-Moran, 2021; Dan et al., 2021).

1. Talent Attraction: The process of hiring talent candidates from conducting interviews and selection and ensuring that the talented candidates are in harmony with the culture of the organization to ensure their survival for the medium period at least, in addition to the availability of appropriate capabilities, skills and experience, and organizations should develop special strategies for recruiting talents by concluding agreements with companies

specializing in talent recruitment by building a special database, which includes attracting talent and integrating newcomers into the organization's environment to enhance interaction and loyalty and accelerate early performance (Dan et al., 2021, 31).

The process of attracting talent is the process of attracting individuals with talent so that they are more suitable for the employment needs of the organization, and that they have the ability to adapt, adapt and have high productivity within the organization (Abu Qaoud & Tarawneh, 2022). Talent attraction is also considered one of the most important dimensions of talent management in organizations, as it refers to the activities through which the organization works to attract individuals with high skills and capabilities and employ them in order to support the competitiveness of the organization (Atris, 2018).

There are many things that depend on the ability of organizations in the process of attracting and attracting talent, the most important of which are: the reputation of the organization, the values of the organization, and the availability of mechanisms to develop and support the competence of talents, and through this the organization can prefer talented individuals to join it and achieve its distinction against competitors (Hosni, 2022).

2. Talent Development: It means developing talents as a process of developing and motivating human skills through organizational development, performance development, and employee training in order to increase efficiency and effectiveness and achieve integration of individuals within the organization, to develop employees and achieve the goals of the organization to the fullest (Abu Qaoud & Tarawneh, 2022).

Talent development is considered as a basis for stimulating talents, and it has a direct impact on job satisfaction, organization, commitment and loyalty. Organizations can motivate talents by employing strategies and practices in human resource management, developing a clear career path and rewarding financial rewards, empowering talents in addition to increasing responsibility and granting independence, and working a work-life balance, all of which contribute to talent retention (Dan et al., 2021, 40).

The talent development process is also meant as a process of transforming special capabilities into skills and capabilities that work to increase competencies and experiences, as the successful process of talent development depends on the way talents are cared for and nurtured, and how they can be exploited with the right attitudes that work to contribute effectively to the development of the environment as a whole through skill development. Intellectual capabilities, the education and training process is considered the basis for developing and motivating talents in any healthy work environment, and that education is not only the acquisition of knowledge for individuals in the context of talent development, but it is considered a directive for the opportunity available to individuals to excel (Al-Amiri, 2022).

3. Talent Retention: Creative and brilliant talents, skills, and human capabilities are invaluable assets of the organization. Therefore, organizations must work to preserve and retain these talents. Talent retention refers to the activities and practices that the organization undertakes to preserve talent and ensure that it does not leave. By creating an organizational climate and organizational culture that ensures the care, motivation and promotion of these talents (Ott et al., 2018, 1).

The activities that work to retain talents and achieve stability for them are among the most important activities that the organization seeks, as they are considered an integral part of talent management, and mean that talents are not neglected and preserved in the organization, as this may affect all activities of the organization, and among the factors

clarifying the work culture and caring for it, ensuring the availability of training opportunities and developing employees, with an emphasis on achieving a balance between the professional life and the private life of the talented, and clarifying the job roles with complete flexibility, emphasizing the quality of working conditions, and providing a sense of appreciation respect, adequate wages, job security, good leadership, freedom and autonomy, motivation at work, and interest in opportunities for professional advancement in their jobs (Al-Amiri, 2022).

The increase in the intensity of the struggle to obtain talent generates the ability to attract and retain it in order to obtain a competitive advantage, so the process of retaining talent is considered as the main indicator of the ability of the organization to possess the skills that support its survival and continuity and achieve a competitive advantage for it (Janna & Nafeh, 2022).

4. Talent Performance Management: Performance management refers to setting criteria for measuring talent performance technically and behaviorally in order to identify the performance gap (performance between expected and actual) to enhance strengths, which leads to developing talent performance (Cappelli, 2008, 75-81). It also indicates that it is a system that measures employee performance and equates between business outputs and behaviors on the one hand, and appropriate compensation, that is, it is a set of procedures within the business context of the performance cycle that begins with the strategic planning of the organization with the aim of developing and motivating talents and identifying training needs (Al-Tai & Al-Karaawi, 2018).

From the point of view of Abu Qaoud (2021), it is measuring the level of performance of workers and comparing it with performance standards, and linking the goals of talent owners with the goals of the organization to achieve the highest level of productivity. As for Atta (2021), he believes that talent performance management is concerned with determining talent performance measures through achievements and behaviors and identifying experiences, skills, abilities and knowledge in order to identify strengths to enhance them, and weaknesses to address them with the aim of improving performance and then achieving goals.

Organizational Excellence

Al-Ajib and Al-Najjar (2022) believe that excellence is an administrative philosophy that resulted in the birth of models and standards of quality and excellence. Organizational excellence depends on creativity, innovation, strategic thinking, and forecasting to achieve excellence and sustainability. In the same direction, Al-Hiyasat and Shawabkeh (20121) go, as they believe that excellence is a group management philosophy from which a set of models and standards that aim to achieve excellence in quality derives. This philosophy is applied within the organization's environment through strategies, policies, procedures, processes and mechanisms aimed at achieving the set goals and desired results. Innovation, strategic directions and strategic foresight are integrated into this philosophy to achieve market excellence.

Al Abdullah (2022) indicates that organizational excellence is represented in "using resources optimally and superiorly, by investing in strengths and available opportunities, reducing weaknesses and confronting threats in the market, with the aim of transforming the organization into one of the best organizations now and in the future. Thus, the benefit is achieved stakeholders and beneficiaries. From the point of view of Hijjawi (2021),

organizational excellence consists of two important aspects: identifying stakeholders, customers, subordinates, suppliers, and marketers, and the other side is managing the basic operations of developing a new product, attracting customers, reducing costs, and meeting needs. Organizational excellence is also closely related to the quality of the work performed by the worker, and the social behavior that is called the behavior of organizational citizenship. There are several factors that must meet in the organization for its outstanding performance, including the clarity of the organization's goals, the commitment of all levels of leadership to the process of improvement and development, and the leaders' possession of a high level of capabilities, skills and innovation.

Al-Kharsha and Al-Zureikat (2013) see that the administrators and employees in the organization are characterized by the emergence of strengths, which are represented in leadership, empowerment and continuous growth, in order to improve performance and increase job satisfaction. While Khalaf et al (2021) see that it includes priorities in the approach and focus on leadership satisfaction and internal and external customer ensure the consistency of administrative goals through processes and facts, develop employees and enhance their participation in learning, creativity and innovation, in addition to commitment to social responsibility.

Hijazi and Tanpur (2018) add that investing organizations in critical opportunities requires effective strategic planning and a clear and specific vision, and this includes providing the necessary human, technological and material resources to achieve outstanding performance and excel strategically effective, allowing it to stand out from similar organizations.

In measuring organizational excellence, the two researchers relied on the following dimensions: excellence in strategy, excellence in leadership, excellence in subordinates, excellence in structure, and excellence in culture, after reviewing many studies, including: (Al-Markahi & Al-Mahmoud, 2018; Sadik, 2019; Mohammed, 2022; Abdul Razzaq, 2022; Khudair & Saud, 2022; Abdulaziz, 2022; Abu Ziada & Jadallah, 2021; Kharsha & Zureikat, 2013; Wahba & Sawalha, 2020; Al-Hiyasat & Shawabka, 2021; Khalaf et al., 2021; Hafez et al., 2019; Al-Shammari, 2020; Hassan, 2018; Abboud, 2020; Al-Azzawi, 2018; AL-heet & Abdullah, 2018; Al-lowzi et al., 2017; Al-Jedaiah & Albdareen, 2020)

1. Strategy Excellence: Achieving excellence in the organization requires excellence in the strategic plan, and this requires efforts from the leadership in defining and implementing the organization's strategic direction. Upon achieving the strategic goals, the benefits that can be realized for workers and stakeholders are identified (Wahba & Sawalha, 2020). The organization's performance is characterized by the distinctiveness of the steps it takes to achieve its mission and vision, as well as its ability to adapt to changes in the environment. Khalaf et al (2021) believe that excellence can be achieved through the organization's realization of its vision and mission, as it adopts a unified and comprehensive plan that is considered the correct professional tool for achieving stability, facing environmental challenges and achieving customer satisfaction, and the success of these steps is confirmed through the organization's conviction that this plan is the framework correct and proper.

Al-Shammari (2020) indicates that organizational excellence includes the future vision of the organization to keep pace with the changes surrounding it and develop the necessary plans to achieve it, and all employees participate in this through training and innovation, and excellence is represented in the steps that the organization takes to achieve its vision and mission in an innovative way. Organizational excellence requires achieving interdependence between workers in their view of the future vision of the organization, predicting changes in

the environment and adapting to them by setting specific plans and providing training, learning and innovation, and there must be agreement and interaction between workers in order to achieve future goals (Kharsha & Zureikat, 2013). Al-Azzawi and Mohsen (2017) indicate that excellence in the strategy includes preparing the organization for future work through several steps and mechanisms, in which the availability of appropriate resources is assessed to achieve future goals.

2. Leadership Excellence: The role of leaders in the organization is characterized by a set of strategies, skills and behaviors that they adopt to achieve the set goals efficiently and effectively (Al-Kharsha & Al-Zureikat, 2013). Wahba and Sawalha (2020) refer to the leader's ability to exploit the available opportunities within the organization and work to develop them efficiently, as well as his ability to deal with crises and challenges effectively and turn them into opportunities for development and growth in the future. From the point of view of Al-Hiyasat and Shawabka (2021), it is the extent to which leaders are able to exploit and develop the available opportunities within the organization, and the ability to seize opportunities in different markets, which contributes significantly to the organization's ability to face complex challenges and crises.

Al-Shammari (2020) says that they are the strategies, behaviors, and tasks adopted by leaders and officials in the organization that seek to achieve the set goals efficiently and effectively, and success depends on the ability of leaders to exploit available opportunities, provide development opportunities, and support creativity and innovation. Al-Azzawi and Mohsen (2017) indicate that leadership is the ability to influence others and direct them, through personal characteristics and practices, towards achieving the goals set by the organization, motivating them to develop their capabilities and encouraging them to innovate. As for Muhammad and Hamad (2019), they believe that leadership excellence is directing and influencing the human element, which represents the primary position among all productive factors in the organization.

3. Subordinates Excellence: Individuals in the organization have distinctive characteristics that are reflected in their ability to carry out all tasks in creative and innovative ways, solve problems and challenges effectively, in addition to their ability to work together to fully achieve the goals of the organization, where the skills of subordinates constitute a competitive advantage for the organization, and this is when they are available they have distinguished knowledge and experience (Wahba & Sawalha, 2020). Al-Kharsha and Al-Zureikat (2013) also say that subordinates have a sufficient degree of freedom and independence in performing their tasks and inventing the methods necessary for their work, with an appropriate level of control over events and situations surrounding the workplace, and this makes them feel that their performance of work significantly affects the course of the entire organization.

Hassan and Marwan (2018) also indicated that subordinates have distinct mental abilities and creative capabilities that enable them to overcome the obstacles and challenges they face, and work to motivate and encourage their colleagues on the importance of participation and cooperation, which helps the organization achieve its comprehensive goals efficiently and effectively. While Khalaf et al (2021) define it as the capabilities, skills, and behaviors possessed by individuals in the organization that make them able to provide work that is superior to specific organizational standards, and distinguishes them from others in terms of quality.

Al-Shammari (2020) believes that the distinction of subordinates is when the organization has a set of competencies, skills, and behaviors necessary to perform their work effectively, and they feel belonging to the organization. On the other hand, Muhammad and Hamad (2019) believe that achieving excellence in human resources is achieved through their ability to achieve the goals of the organization. While Al-Azzawi and Mohsen (2017) believe that the distinction of my subordinates is when the organization seeks to provide human resources with sufficient capabilities to carry out the work efficiently, in addition to its endeavor to enable them to excel in the performance of their tasks.

4. Organizational Structure Excellence: The organizational structure used in the organization is characterized by flexibility and lack of strict adherence to formal and central procedures and routines, which allows the ability to modernize, exploit opportunities and make decisions quickly, and the organizational structure is characterized by relying on workers to control their behavior, instead of strict adherence to job specifications (Kharsha & Zureikat, 2013). Wahba and Sawalha (2020) believe that the organization's organizational structure includes a set of rules, procedures, responsibilities, relationships, authorities, and communications that regulate ways of cooperation between the organization's members and how to use resources to achieve strategic goals. The organizational structure must be flexible to facilitate communication between workers and provide them with a sufficient degree of independence.

Khalaf et al. (2021) see the need for the organization to adopt an organizational structure that avoids red tape, bureaucracy and centralized procedures, and is characterized by flexibility to be in line with the dynamism of the organizational environment, and it must also be capable of updating to take advantage of available opportunities and make decisions quickly to achieve the required goals and outperform competitors.

From the point of view of Hassan (2018), the organizational structure defines the relationships between businesses, centers, and departments, and promotes effective cooperation between all parts of the organization. It also clarifies the lines of authority and responsibilities in a way that helps implement the various activities and achieve the required goals. Al-Azzawi and Mohsen (2017) believe that the organizational structure represents the framework that defines the different tasks and roles of the members of the organization and coordinates between the various administrative units. Al-Shammari (2020) believes that the organization should adopt a flexible structure that avoids repetition and routine.

5. Organizational Culture Excellence: The distinction of organizational culture helps the organization to achieve its future goals and plan well for the future, adhere to fair rules and procedures, adopt an appreciative view of good ideas, strive to face challenges and deal effectively with obstacles that hinder the achievement of goals (Al-Kharsha & Al-Zureikat, 2013). Wahba and Sawalha (2020) add that the culture of the organization is distinguished by the ideas, values, beliefs, and rules it adopts and reflects the way in which it operates, the ways in which it exercises power, monitors and evaluates the performance of employees, and motivates them to excel.

Al-Shammari (2020) believes that it is the values of influential individuals in the organization that influence management decisions and strategies, and affect their relationships and dealings with officials. Hassan (2018) indicate that it is the advantages that distinguish the organization from other organizations with permanent advantages, which greatly affect the behavior of individuals in the long term.

Al-Azzawi and Mohsen (2017) believe that it refers to finding a common vision for leaders and workers in the organization based on a set of distinct values that they pledge to follow, and transforming them into policies and practices that direct their behavior towards the practice of great work within the organization.

Relationship between Talent Management and Organizational Excellence

Muhammad (2022) dealt in his study of the relationship between strategic intelligence and the level of achievement of institutional excellence in its dimensions (leadership, strategy, human resources, partnerships, operations results, customer results, customer results, community results, and key performance results), by taking talent management in its dimensions (attracting talent, performance management, talent development, and rewards) as a mediator variable, where the researcher distributed (367) questionnaires to faculty members at Menoufia University in the Arab Republic of Egypt. One of the most important results of the study is the existence of a direct significant effect of talent management in all its dimensions (except rewards) on the level of institutional excellence, and the existence of an indirect significant effect as a mediating variable for the relationship between strategic intelligence and organizational excellence.

Aboseif (2021) also attempted to investigate the direct impact of talent management practices on organizational excellence with its dimensions (human resources excellence, partnership excellence, process excellence, and product excellence) at the Egyptian University Hospital in Assiut, where (370) questionnaires were distributed to employees. One of the most important results of the study is that talent management practices work to create a smart organization that leads to the promotion of organizational excellence in the hospital, and it also has a partial effect on organizational excellence in the presence of the smart organization, and finally the study found that there is no effect of the smart organization on the relationship between rewards and organizational excellence.

Study Hypothesis

In light of the study questions and objectives, the following hypothesis was determined:

H1: There is a significant impact of talent management (attracting talent, developing talent, retaining talent, and managing talent performance) on organizational excellence at Amman Arab University.

H2: There is a significant impact of talent management on strategy excellence at Amman Arab University.

H3: There is a significant impact of talent management on leadership excellence at Amman Arab University.

H4: There is a significant impact of talent on subordinates excellence at Amman Arab University.

H5: There is a significant impact of talent management on organizational structure excellence at Amman Arab University.

H6: There is a significant impact of talent management on organizational culture excellence at Amman Arab University.

Method

1. Study Population and Sample

The study population consists of (225) principals in the academic and administrative field at Amman Arab University. The researchers relied on the simple random sample method to determine the study sample for the purposes of representing the study population, and after identifying the principals at the university, the sample (160) was drawn. An electronic questionnaire was distributed to the sample and (146) questionnaires were retrieved, which were subjected to statistical analysis.

2. Study Tool

The researchers relied on the questionnaire as a tool for collecting primary data, and were guided by the study variables and measures, in addition to being guided by similar previous sources and studies related to the study variables. The questionnaire consisted of 45 items, 20 of them measuring talent management and 25 items measuring organizational excellence, in addition to personal data related to gender, age, education and experience.

Results

Table 1 refers to the personal characteristics of the managers of the study sample, as it shows that the majority of managers are males at a rate of 75.3%. In terms of age, those between the ages of 40-50 are the most numerous at a rate of 36.3%. As for experience in the field of work, most managers have more than 20 years old, at a rate of 26%. With regard to education, there is a clear majority of PhD holders at a rate of 78.8%.

Table 1

Demographic characteristics

Variable	Frequency	Percentage
Gender		
Male	110	75.3
Female	36	24.7
Age (years)		
Less than 30	6	4.1
30- less than 40	41	28.1
40 - less than 50	53	36.3
50 and more	46	31.5
Experience (years)		
Less than 10	61	41.8
10- less than 15	23	15.8
15- less than 20	24	16.4
20 and more	38	26
Education		
Bachelor's	13	8.9
Master's	18	12.3
PhD	115	78.8

Table 2 presents the values of the Cronbach alpha coefficient, the mean and the standard deviation of the study sample managers' responses to the questionnaire decisions. The results indicate that the alpha values for all dimensions exceeded 70%, which was approved in this study. As for the values of the mean for the items of the dimensions of talent management and organizational excellence, they were all at high levels, the lowest for talent retention with

a value of 3.82, and the highest for leadership excellence and organizational culture excellence at 4.14.

Table 2

Descriptive statistics (mean and standard deviation)

Dimension	Items	Alpha	Mean	Std.
Talent attraction	5	0.90	4.01	0.70
Talent development	5	0.91	4.01	0.68
Talent retention	5	0.92	3.82	0.84
Talent performance management	5	0.93	3.97	0.78
Strategy excellence		0.90	4.13	0.57
Leadership excellence	5	0.88	4.14	0.60
Subordinates excellence	5	0.89	4.13	0.59
Organizational structure excellence	5	0.92	4.11	0.70
Organizational culture excellence	5	0.89	4.14	0.66

Table 3 shows the results of testing the first hypothesis, which is related to the impact of talent management and its dimensions on organizational excellence by multiple regression testing. It was found that there is a significant impact of talent management on organizational excellence, as the value of $R^2=0.76$, which means that the variance in talent management explains 76% of the variance in organizational excellence at a significant level of 0.00. As for the impact of talent management dimensions on organizational excellence, it was found that there is a significant impact of three dimensions: talent attraction, talent development and talent performance management. As for talent retention, its impact is not significant.

Table 3

The impact of talent management on organizational excellence

Variable	B	Beta	T	Sig.
Talent attracting	0.27	0.33	3.97	0.00
Talent developing	0.17	0.20	2.25	0.03
Talent retention	0.03	0.05	0.52	0.61
Talent performance managing	0.27	0.36	3.65	0.00
$R^2=0.76$	$F=112.20$	$Sig.=0.00$		

The data in Table 4 indicate the results of a simple regression of the impact of talent management on strategy excellence, where it was found that there is a significant impact of talent management on strategy excellence, as talent management explains 70% of the variance in strategy excellence.

Table 4

The impact of talent management on strategy excellence

R^2	B	F	Sig.
0.70	0.68	336.04	0.00

It is noted from Table 5, which presents the result of testing the third hypothesis, which is related to the impact of talent management on leadership excellence. The results indicated that there is a significant impact of talent management on leadership excellence at a rate of 63%.

Table 5

The impact of talent management on leadership excellence.

R ²	B	F	Sig.
0.63	0.69	246.63	0.00

Table 6 refers to the results of testing the impact of talent management on the excellence of subordinates. The results showed that talent management had a significant impact on the excellence of subordinates at a rate of 62%.

Table 6

The impact of talent management on subordinates excellence.

R ²	B	F	Sig.
0.62	0.569	55.907	0.000

Table 7 presents the result of the simple regression test for talent management in the excellence of the organizational structure, as it was found that this impact was significant at a rate of 62%.

Table 7

The impact of talent management on organizational structure excellence

R ²	B	F	Sig.
0.62	0.80	237.38	0.00

Table 8 refers to the result of testing the impact of talent management on organizational culture excellence. The result showed that there is a significant impact of talent management on organizational culture excellence with a rate of 61%.

Table 8

The impact of talent management on Organizational culture excellence

R ²	B	F	Sig.
0.61	0.74	221.41	0.00

Discussion

This study was concerned with examining the impact of talent management on the organizational excellence of Amman Arab University in Jordan. The results of the study indicated that there are high levels of talent management dimensions (talent attraction, talent development, talent retention, and talent performance management). By providing them with the necessary skills for all disciplines, especially with regard to the use of technology and modern methods in accomplishing their work, as well as the university administration's endeavor to retain talented people by providing incentives, identifying their goals and helping them achieve them, in addition to evaluating their performance in proportion to their performance.

The results of the study also indicated that there are high levels of dimensions of organizational excellence, and this indicates that the university administration is distinguished in its performance among Jordanian universities. In objective ways, which enables it to possess distinguished subordinates, in addition to possessing a distinctive organizational structure that is characterized by flexibility and is reviewed by the

administration periodically in order to fit the strategy and goals of the university, which reflects positively on the workers in terms of creating values and directions that serve the goals of the university.

The results showed that there is a significant impact of talent management on organizational excellence of the university, as the interest in attracting talents, developing them, and managing their performance must reflect positively on the excellence of the university in providing its services to assist the university's talented people in preparing a distinguished strategy, enabling the university to obtain expert leadership, and building An organizational structure characterized by sufficient flexibility, in addition to building a distinctive organizational culture.

The results of this study contribute to drawing the attention of the organizations' managements, which aim to excel in their activity, to search for talents and attract them to work in them, as well as interest in developing their skills, and retaining them as they represent their intellectual capital.

Recommendations

1. Enhancing activities related to retaining talented people by providing good working conditions for talented people, preparing clear procedures related to attracting talented people, and employing employees with high intellectual potential.
2. Enhancing the activities of talent performance management by compensating talented people on the basis of their work performance.
3. Searching for new methods to search for talented people from all specializations in order to take advantage of what is available from them in the university.
4. Continuing to organize training courses to provide workers with the necessary skills, especially in the field of using technology to accomplish business.

References

- Abboud, M. B. (2020). The role of strategic leadership in achieving organizational excellence at Al-Zaytoonah University. *Journal of the Association of Arab Universities*, 40(1), 193-210.
- Abdel Aziz, E. M. M. (2022). Digital transformation requirements as a mechanism to achieve institutional excellence in NGOs. *Journal of the Future of Social Sciences*, 9(2), 99-140.
- Abdul Razzaq, S. M. M. (2022). The digital skills of the internal auditor are a mechanism for achieving institutional distinction in government units. *Alexandria Journal of Accounting Research*, 6(3), 1-80.
- Aboseif, R. (2021). Exploring the effect of talent management practices on organizational excellence in the Egyptian Health Sector: The mediating role of smart organization. *European Journal of Business and Management*, 13(4), 58-67.
- Abu Qaoud, B. A., & Tarawneh, I. I. (2021). The impact of talent management on enhancing balanced strategic performance in Jordanian commercial banks in Jordan. *Amman Arab University Journal*, 7(1), 24-49.
- Abu Ziada, Z., & Jadallah, M. (2021). The reality of talent management practices and their impact on achieving organizational excellence: an applied study on Palestinian ministries in the West Bank governorates. *Palestine Technical University Research Journal*, 9(4), 100-130.

- Al Abdullah, F. A. (2022). The role of the learning organization in achieving institutional excellence: Al-Salam College, Al-Ahlia University in Baghdad, as a model. *Baghdad College of Economics University Journal*, (68), 229-253.
- Al-Ajeeb, A. T., & Al-Najjar, F. J. (2021). The impact of strategic thinking on organizational excellence: the mediating role of strategic foresight in the winning organizations of the King Abdullah II Award for Excellence for the private sector in Jordan. *Zarqa Journal for Research and Human Studies*, 22(1), 26-33. <https://doi.org/10.12816/0060280>
- Al-Amiri, G. (2022). The impact of talent management strategies on organizational excellence: a field study in Iraqi commercial banks. *Amman Arab University Research Journal*, 7(1), 439-460.
- Al-Azzawi, Sh. M. A., & Mohsen, Z. K. (2017). Entrepreneurial orientation and its impact on organizational excellence: Field research in a number of faculties of the University of Baghdad. *University of Anbar Journal of Economic and Administrative Sciences*, 9(18), 276-313.
- Al-Harbi, N. M. A. (2022). A proposed vision for developing talent management strategies in the development of faculty members: A field study in the College of Education at King Khalid University. *Educational Journal*, 3(94), 1429-1474.
- Al-Heet, A. F., & Abdullah, S. (2018). The impact of talent management on organizational excellence: An applied study on Jordan Telecommunication Company. *European Journal and Management*, 10(5), 21-43.
- Al-Hiyasat, S. I., & Al-Shawabkeh, K. M. (2021). The impact of strategic directions on organizational excellence in the Jordanian Customs Department. *International Journal of Economics and Business*, 11(3), 359-382.
- Al-Jedaiah, M. N., & Albdareen, R. (2020). The effect of strategic human resources management (SHRM) on organizational excellence. *Problems and Perspectives in Management*, 18(4), 47-55. [https://doi.org/10.21511/ppm.18\(4\).2020.05](https://doi.org/10.21511/ppm.18(4).2020.05)
- Al-Kharsha, Y. K., & Al-Zureikat, K. K. (2013). The impact of change factors on achieving organizational excellence: The Arab Potash Company as a Model. *Journal of Administrative Sciences Studies*, 40 (2), 211-237.
- Al-Loqan, M. F. (2020). Talent management in Saudi Universities as an introduction to strategic leadership: A proposed perspective. *Journal of the Faculty of Education*, (185), 67-134.
- Al-lowzi, M. S., Al-momani, R. Z., & Al-Hawary S. I. (2017). Impact of talent management on achieving organizational excellence in Arab Potash Company in Jordan. *Global Journal of Management and Business Research Administration and Management*, 17(7), 15-25.
- Al-Markahi, J. Y., & Al-Mahmoud, S. F. (2018). The extent to which the European model of organizational excellence can be adopted as a tool for retaining talent: an exploratory study of the opinions of a sample of administrative leaders at Erbil Technical University. *Journal of Human Sciences, University of Zakho*, 6(4), 1118-1136.
- Al-Moghiriyya, Y. M., Al-Omari, A., & Ismail, O. (2022). The role of talent management in achieving strategic leadership in public universities in the Sultanate of Oman. *International Journal of Educational and Psychological Studies*, 11(4), 839-855.
- Al-Obeidi, A. K., & Al-Tamimi, E. M. (2017). The impact of human talent management on achieving strategic leadership: an analytical study in the General Company for Leather Industry. *Journal of Management and Economics*, (111), 94-115.

- Al-Shammari, F. M. T. (2020). Institutional excellence and its impact on the relationship between strategic management and crisis management. The Social Work Foundation in Qatar: A case study. *Ramah Journal for Research and Studies*, (47), 91-115.
- Al-Taie, Y. H., & Al-Karawi, M. T. (2018). *Fundamentals of talent management in contemporary business organizations*. Methodical house for publication and distribution.
- Al-Zyoud, A. M., & Al-Omari, G. (2021). The impact of transformational and authentic leadership in talent management for telecommunications companies in Jordan. *Amman Arab University Journal*, 17(1), 176-200.
- Atris, M. E. (2018). Talent management in higher education in the United States of America and the possibility of benefiting from it in Egypt. *Journal of Educational Administration*, 5(20), 391-431.
- Atta, H. K. (2021). The impact of talent management in achieving strategic leadership: an applied study on Al-Rusafa education personnel. *Journal of Management and Economics*, (132), 89-110. <http://doi.org/1031272/JAE.45.2022.132.7>
- Cappelli, P. (2008). Talent management for the twenty-first century. *Harvard Business Review*. <https://hbr.org/2008/03/talent-management-for-the-twenty-first-century>
- Dahd, N. S. (2022). The impact of talent management in building the smart organization by mediating technical support: an exploratory study in the General Company for Fertilizer Production. *Economics of Money and Business Journal*, 6(3), 491-540.
- Dan, S., Ivana, D., Zaharie, M., Metz, N., & Daniel, D. M. (2021). *Digital talent management: Insights from the Information Technology and Communication Industry*. Palgrave Macmillan. <https://doi.org/10.1007/978-3-030-76750-1>
- Hafez, A., Mohamed, N. J., & Hamad, S. S. (2019). The role of the integration strategy and its impact on achieving organizational excellence: an applied study in the Department of Research and Development. *Dinars Magazine*, (16), 198-226.
- Hammad, M. H. (2020). The role of digital transformation in developing employee performance: a field study on the Egyptian Pharmaceutical Trade Company. *Scientific Journal of Financial and Administrative Studies and Research*, 7(2), 427-448. <https://doi.10.21608/masf.2020.162155>
- Hassan, M. S. (2018). Organizational citizenship behavior and its impact on achieving organizational excellence: A field study in Asia Cell Company. *Dinars Magazine*, (14), 319-349.
- Hegazy, M. H., & Tanbour, R. S. (2018). The role of administrative creativity in the organizational excellence of the Palestinian ministries in the northern governorates. *Journal of Al-Qadi Open University for Administrative and Economic Research*, 3(9), 134-150.
- Hijjawi, G. S. (2021). The effect of entrepreneurship on organizational excellence: The mediating role of visionary leadership. *Management Science Letters*, (11), 57-66. <https://doi.10.5267/j.msl.2020.8.030>
- Hosni, M. Sh. (2022). The mediating role of lean resources in the relationship between talent management and promoting digital transformation in public organizations: a field study on the Egyptian National Post Authority. *Journal of Financial and Commercial Studies*, (2), 414-472.
- Jannah, Y. A., & Nafeh, W. A. S. (2022). The impact of talent management on strategic performance: an applied study on the Public Authority for Agriculture and Fish Resources Affairs in the State of Kuwait. *Scientific Journal of Financial and Administrative Studies and Research*, 13(3), 793-813.

- Khalaf, W. F., Al-Khafaji M. N., Al-Saeedi, K. F., & Razzaq, H. A. (2021). The impact of organizational excellence on innovation-oriented sustainability practices: an applied study in Dhi Qar refinery. *Journal of Petroleum Research and Studies*, 3(30), 82-99.
- Khudair, W. A., & Saud, A. A. (2022). The impact of electronic human resources management on organizational discrimination by adopting human capital as an interactive variable: an exploratory study of the opinions of a sample of employees at the University of Basra. *Journal of Economic Sciences*, 17(64), 67-91.
- Kwon, K., & Jang, S. (2021). There is no good war for talent: A critical review of the literature on talent management. *Employee Relations*. <http://dx.doi.org/10.1108/ER-08-2020-0374>
- Lewis R. E., & Heckman R. J. (2006). Talent management: A critical review. *Human Resource Management Review*, (16) 139-154.
- Martinez-Moran, U. F. (2021). The digital transformation of the talent management process: A Spanish Business Case, *Sustainability*, (13), 2264. <https://doi.org/10.3390/su13042264>
- Muhammad, D. M. S. (2022). The role of talent management as a non-mediator in the relationship between strategic intelligence and institutional excellence: An applied study on faculty members at Menoufia University. *Journal of Contemporary Business Studies*, (14), 1-50.
- Ott, D. L., Tolentino, J. L., & Michailova, S. (2018). Effective talent retention approaches. *Human Resource Management International Digest*. <http://dx.doi.org/10.1108/HRMID-07-2018-0152>
- Sadiq, Z. M. (2019). The role of talent management strategies in achieving organizational excellence: An exploratory study of the opinions of a sample of Newroz Telecom Company Managers in Iraq. *Journal of Arts, Literature, Humanities and Sociology*, (35), 238-254.
- Wahba, M. A., & Sawalha, A. A. (2020). The impact of knowledge management processes on organizational excellence in Jordanian commercial banks. *International Journal of Economics and Business*, 8(2), 273-292.