Defining talent management components

Golchin Shafieian*

Department of Management, Mazandaran Science and Research Branch, Islamic Azad University, Mazandaran, Iran.

Copyright 2014 © Golchin Shafieian. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract

In today’s world of global trade, it can guarantee success and excellence of organizations against competitors is talented human resources in an organization, especially at the managerial level. But the challenges that organizations face include: attracting, evaluating, exploring, and developing and keeping talent. The main objective of this study is to define the components of talent management in the University of Chaloos, in order to provide a way to reduce the challenges and short comings and also to look for ways to improve employee performance is discussed. This study is based on data collected from all employees of the University of Chaloos in August 2013; through two questionnaires have been developed. The statistical population has been considered 407 persons in these universities and according the Morgan Table, 198 persons were selected as sample of among research society. More over, 28 questions are used for determining components of talent management. Finally, we concluded that the component of talent management have been properly defined in the Universities of Chaloos.

Keywords: Talent Management; Talent absorption; discovery and development of talents; preservation of talent

1 Introduction

Today, talent management as a contributing factor in the success of organization has been approved by many experts. In the other hand, the corporate culture is recognized as one of the factors influencing the components of talent management. Therefore, identify the components of talent management in universities can be described as one of the important issues discussed in the field of managing organizations. Nowadays organizations have well found that, in order to succeed in a complex global economy and survival in the competitive business environment, they need to have the best talent. Along with understanding the need to recruit, develop and retain talent, organizations have found that talents are critical resources. So they need to be managed to achieve the best results. Talent management to assure
that each employee with particularly talents and skills are placement in suitable job positions. They also have a clear career path and as a stimulating factor for increasing employment opportunities, better internal and external acts.

Talent management provides processes and appropriate tools to support manager. By this way, they know that what the expectations should be that of your staff, which will improve working relationships. As a result of investing in talent management on the one hand, a high rate of return on capital and on the other hand, the organization will have a set of diverse talents. In such a situation, organizations are taking advantage of the benefits of workforce agility and self-motivated, which will make your organizational productivity. With regard to the necessity and the importance of talent management, this paper seeks to determine the components of talent management in the University City of Chaloos.

2 Literature review

Changes in the present age as an essential factor for progress in the future; so that modern organizations their progress depends on these regard changes; so they are trying to make your staff talent towards ultimate success. Today, organizations have grasped well in order to be successful in the complex global economy and competitive business environment need the best talents. Talent management is one of the most important and most urgent issues of human resource management in the world and it is still one of the most acute problems in many large organizations (Kaningham, 2007). With the aging workforce, talent management takes a strong role in everyday. Experts believe that new talent should be fostered among individuals within the organization until people are prepared to succeed in the major careers in organizations. At the same time understanding the need for recruitment, development and preservation of the talents, organizations have grasped the talents are critical resources to achieving the best results and management these talents are necessary. Nowadays managers around the world are grappling with the changing nature of work and they require individuals to adapt to these changes. Organizations in order to maintain this elite people in the future will have a detailed plan to identify and encourage their timely. Of course, organizations must manage their talent according to their structure and organizational culture. In fact, there is not a complete definition for talent management. Hence provide a detailed definition of talent management due to the multitude of opinions and assumptions provided by certified writers across the world are very difficult (Louis and Hekman, 2006).

Organizations on the basis of a decision at this point enter the next stage and set the strategic concepts related to their talents. Then identify the source of talents and in the next step in the proper time and place, these talents are divided within the framework of the strategy of the organization.

Model (Fig1) that is designed for real estate industry, including five factors as follows:

1. Recruiting, 2. Select, 3. involved and work close, 4. Development, 5. Maintenance of employee.

There is merit and the original values of the organization in the center of the model. These factors through a continuous process, strategy, implementation and evaluation are connected together. Talent management is the core of this model and has initiated and developed this model finds after the procedure. Organizations that have high performance, these organizations have strong backgrounds and culture. Culture consists of values, behaviors and operations features members of the organization (Philip, 2009).
Within this framework, the model of merit along with common values placed at the center of the organization. Based on this model, all activities related to the management of talent can be forwarded. Some researchers studied of the supremacy of the talent management strategy in municipality of the city of Isfahan. The results show that the level of talent management strategy in the municipality of the city of Isfahan is above average. Also according to the opinion of employee “communications” will have the highest rate. Moreover, and the lowest score related to the bonuses. Some researchers demonstrated that the most important results of the talent management in the organization are creating a treasury of talents, reduction of renouncing the organization and etc. Some researchers analyzed the talent management and presented five major factors in talent management. Considering the current literature in the world, there is not any research about talent management in governmental organizations. Therefore, in this study the talent management with related governmental approach considered. The results obtained show the important role of organizational culture in the human resource management and governmental laws and regulations. Some researchers in their research entitled” the relationship between staff satisfaction with talent management”, investigated tend to crack and success in the career path in Allameh Tabatabai university. In order to analysis the role of internal rewards in talent management. In this research, the role of facilitating the internal rewards placed upon. In addition, the health factors were identified to play a moderating role. Contrary to previous findings in the field of health factors, this research shows that health factors and internal rewards complement each other.

Botha et al., (2011) in their research entitled” An employer brand predictive model for attraction and retention” found that the employer's brand under the influence of group needs, strategy, brand consistency, communications and human resources employer brand measurement efforts of the employer. James Kehinde (2011) in his research entitled “the impact of talent management on organizational performance” found that there is the positive impact of talent management on the performance of the organization. It also indicated that the program and the talent management initiatives on the impact of multinational companies. Some researchers in their research entitled “good employer brand ownership, organizational charm and management talent in the private sector, Zhejiang in China” found that the province of Zhejiang in the deployment and maintenance of talents has many problems. These factors prevent the future development of the province. They found that in solving this problem, the charm of the enterprise and employer brand ownership could have fitted the role. Some researchers in their research entitled” The concept of talent management for teaching diversity: An exploratory study” found that different aspects of human resources practices are effective in separation. Also, there is a strong correlation between talent management and
diversity management. Some researchers in their research entitled” Talent management and its technological partners” found that learning in traditional management systems is going down; also to spread the talent management system can be used from content learning theory’s management system. In this respect, the use of new technologies is very impressive. Some researchers in their research entitled” talent management-a worthy development: the key to global leadership” found that talent management helps organization to attract best talents. This is a case study in a pharmaceutical organization in India. Some researchers in their research entitled” talent management: a means of reducing erosion of staff and preparation for retirement” found that demographic changes in the workforce is an important influence on the future ten-year organization and according to this information, attention and focus on the very talented employees is essential. Some researchers found that the concept of development is as a talent management strategy component.

Hurley-Hanson (2008) in his research investigated the effects of the events of 11 September on plans for the successor to the husbandry and breeding of talents. The results of this research show that although a lot of attention in organizations not to be human resources, but before the events of September 11 to plan successor husbandry and cultivation of talent and a lot of attention to clientele. Also, the plan to meet over this far outweighs the successor scheme to the husbandry and breeding of talents. Respondents reported that problems of planning, budgeting and human resources training in the last few years after the tragedy of September 11. Human resources managers have to pay special attention on the part of human resources planning in order to improve the talent and succession plans.

2.1. Objectives of the research

The main objective of the research: defining talent management components. Subsidiary objectives of the research:

1. Defining attract talents system.
2. Defining evaluation and discover talents systems.
3. Defining development and training talents system.
4. Defining talent retention system.

2.2. Research hypothesis

1. Properly explain attract talents system.
2. Properly explain evaluation and discover talents systems.
3. Properly explain development and training talents system.
4. Properly explain talent retention system.

2.3. Methodology

The present study in terms of purpose is application and methods of data collection are descriptive and type of causal. The statistical population has been considered 407 persons in the employees of University of Chaloos and according the Morgan Table, 198 persons were selected as sample of among research society. One questionnaire used to collect data; manage talent. It should be noted that the validity of questionnaires was approved by professional experts. Moreover, this validity is also examined by using exploratory factor analysis technique with K.M.O index. This indicator is obtained 0.896 talent management. Because this value is more than 0.6; this questionnaire is very reliable. Reliability of the questionnaires was calculated by Cronbach's alpha test. This indicator is obtained 0.962 for talent management questionnaire. Because this value is more than 0.7; this questionnaire is very reliable. For analysis of the data, in this study, we use some methods include structural equation and T is the chi-square tests. Moreover, in this research, we utilize some software such as SPSP and Lisrel.
2.4. Findings
The structural model of talent management; at first, we will introduce a conceptual model (Figs 2 and 3). Now, with respect to the description of the findings, we will investigate the relationship between variables.

![Figure 2: The structural model of talent management](attachment:image1)

Chi-Square=2.15, df=2, P-Value=0.34053, RMSEA=0.20

Maximum and minimum correlation coefficients and level of error disclosure related to talent management are represented in Table 1.

| Variables            | Maximum Error Disclosure | Minimum Error Disclosure |
|----------------------|--------------------------|--------------------------|
| Development          | 0.92                     | 0.85                     |
| Attraction           | 0.16                     | 0.28                     |
| Evaluation           | 0.92                     | 0.19                     |
| Retention            | 0.92                     | 0.24                     |

As you can see in this table, these statistics indicates that most impact in talent management variable is related to the attract talents and the lowest impact is related to the development and training of talents. All the statistics related to the components indicates that there is a significant relationship between variables of talent management.

![Figure 3: The structural model of talent management](attachment:image2)

Chi-Square=2.15, df=2, P-Value=0.34053, RMSEA=0.20
Now we check the T-value model to approve or reject the main hypothesis. Maximum and minimum values of T and level of error disclosure related to talent management are represented in Table 2.

Table 2: Maximum and minimum values of T and level of error disclosure related to talent management

| error disclosure | Minimum | error disclosure | Maximum | Variables          |
|------------------|---------|------------------|---------|-------------------|
| 8.20             | 14.57   | 6.25             | 16.61   | Talent management |
| (development and training talents systems) | (attract the talents) | |

As you can see in this table, these statistics indicates that most impact in talent management variable is related to the attract talents and the lowest impact is related to the development and training of talents. All the statistics related to the components indicates that the main hypothesis verified and there is a significant relationship between variables of talent management. In this regard, it should be noted that the components of the system to attract talent in the talent management have been the biggest influences on global variables. Also, all the components are meaningful and they have a direct relationship with variables and talent management. Now, we represent the following fitted indicators in Table 3.

Table 3: Fitted indicators

| Indicator       | Values |
|-----------------|--------|
| chi-square($X^2$) | 2.15   |
| DF              | 2      |
| P-value         | 0.34053|
| MSE             | 0.020  |
| Modified $R^2$  | 0.97   |
| Incremental fitted | 1      |
| Norm fitted     | 1      |
| $R^2$           | 0.99   |

The statistics presented in the above table show a very high fitting of the model.

2.5. Suggestions

Talent management; Evaluation systems and discover talents; Define functional competencies in order to plan the meritocracy system: creating a flexible environment in order to identify the strengths and weaknesses of individuals and prediction of potential talent and shortening conversion of potential to actual talent.

Talent retention system: the granting of fair material and spiritual rewards in order to grow and retain talent; pay attention to the team and the impact of the collective thinking and synergy.

Development and training talents system: various consultations for employees of different levels of the organization in order to identify strengths and weaknesses and their actual and potential talent; in-service training courses for employees of different levels of the organization in the both inside and outside of the organization; create the research and development teams and The development of staff expertise and experience-related tasks

Discover talents system: The necessary measures to improve the mental image of the Organization and the employer brand; material and spiritual support of aspiring individuals; welcoming the proposals and respond appropriately to feedback in order to offer criticism and culture planning; Introduction of new staff by the Director of human resources in order to meet the objectives of the organization;
implementation of brainstorming method for staff and think tank for administrators in order to avoid worn out and developing new ideas.

References
[1] L. Barlow, Talent development: the new imperative? Emerald Group, Development and learning in Organizations Journal, 20 (3) (2006) 6-9. 
http://dx.doi.org/10.1108/14777280610656325

[2] A. Botha, M. Bussin, L. de Swardt, An employer brand predictive model for attraction and retention, SA Journal of Human Resource Management, 9 (1) (2011) 12 pages. 
http://dx.doi.org/10.4102/sajhrm.v9i1.388

[3] Ian. Cunningham, Talent Mangement: Making It Real, Emerald Group, 21 (2) (2007)4-6. 
http://dx.doi.org/10.1108/14777280710727307

[4] A. Hurley-Hanson, C. M. Giannantonio, H. Carlos, J. Harnett, M. Jetta, M. Mercier, Crisis Response Plans, Crisis Communication Plans, and Succession Planning: the Effects of 9/11 on Human Resource Preparedness, Proceedings of the Academy of Strategic Management, 7 (1) (2008) 29-34.

[5] James Kehinde, Talent Management: Effect on Organization Performances, Journal of Management Research, 4 (2) (2012) 178-186. 
http://dx.doi.org/10.5296/jmr.v4i2.937

[6] R. Lewis, R. Heckman, Talent Mangement: A Critical Review: Science Direct, Human Resource Management Review, 16 (2006) 139-154. 
http://dx.doi.org/10.1016/j.hrmr.2006.03.001

[7] C. A. O’Reilly, J. Chatman, D. F. Caldwell, People and organizational culture: A profile comparisons approach to assessing person-organization fit, Academy of Management Journal, 34 (3) (1991) 487-516. 
http://dx.doi.org/10.2307/256404

[8] R. Phillips, O. Roper, A framework for talent management in real estate: Emerald Group, Journal of Corporate Real Estate, 11 (1) (2009) 7-16. 
http://dx.doi.org/10.1108/14630010910940525