Relationship between talent management and organizational success

Sakineh haghparast¹, mehrdad moharamzadeh², hasan mohamadzadeh²

1. MS student of faculty of physical activity and sport science of Urmia University, Iran
2. Associate professor in faculty of physical activity and sport science of Urmia University, Iran

Corresponding author email: sakineh.haghparast@gmail.com

ABSTRACT: The wish of each organization access to determined goals and success realize the duties in order to this; organizations use the all resource and ways. The basic element at realize of goals and access to effective performance of each organization, is the bodies' talent. The aim of this study determined Relationship between element of talent management and organizational success in the department of Youth and Sport in west Azerbaijan Province. Results showed that between the elements of talent management (r = 0.430) and talent management practices, (r = 0.287) and organizational assessment (r = 0.346) and motivational factors (r = 0.576), and organizational success is a significant relationship, But the organizational talent identification (r = 0.115) and organizational performance (r = 0.095) and organizational planning (r = 0.162) wasn't significantly associated with organizational success.

Key words: talent management, organizational success, human resource, Department of Youth and Sports

INTRODUCTION

The bodies' talent as the most important aspect of organizations, Has attracted attend the more researchers such as human resources management researcher, that increasly has been attended. (Tajedin. Maali,1387);the researcher is the talent management of other hands, today, organizations understands to success in world complexes economic and retention at competitive environment need to best talent. (Tajedin,1387)

At recent years, at organizations in Iran, the education and workforce development topic has been attended at variety frames such as recognize and nurture talent, succession, future managers. At this field, the variety studies and researches have more important to patterning and application successful experience of developed organizations. (Zabihi, 1390)

The wish of each organization access to determined goals and success realize the duties in order to this; organizations use the all resource and ways.

What is talent management?

Talent management appears as business strategic action, because focus on staffs and has most effect in business difference strategies. This include the perspective that some of people have more potential for represent value added and this work must be represent at status have most effect on strategy goals. This means best decision is needed with attention to human capital to access business strategy. (Boudreau & Ramstad, 2007; Society for human resource management, 2007)

Talent management ensures organizations that right people with fit skills located at right place to access business strategy. In fact, talent management include complete set of process for recognize, managing people for successful of business strategy that organization used it. (Ballesteros, 2010)

Stockley (2007) defines talent management as the conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management is concerned with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high performance. (Stockley, 2007)
Collings and Mellahi (2009) define strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization. (Collings & Mellahi, 2009)

**Why is Talent Management Important?**

We saw here that the 73% of the executives in United States of America agree on the positive relationship between talent management process and business strategy to obtain the success of the organizations. It means that companies recognize the importance of talent management integration with business strategy to get the organizational excellence. (Boudreau & Ramstad, 2007)

We should keep three factors to create and to sustain the success in the firm, the first factor is the creation of a set of career paths, and development and reward plan for the most talented people. This will ensure the high-quality in the company, it means that the organization will achieve and maintain its superiority. The second factor is the identification and development of key positions, which are the jobs critical to organizational current and future success as we have seen before, and then the replacements if there will be future voids for a small number of these key or pivotal positions. This step maintains the continuity in the organization. (Ballesteros, 2010)

The last factor is the “segmentation of the talented pool into each investment category and managing the investment in each category appropriately”. It means that the organization should do a “classification of the investment in each employee based on his/her actual and/or potential for adding value to the company”. (Berger & Dorothy, 2003)

**Why Talent Management is an important issue for the organizations?**

First, according to Davis et al. (2007), Talent Management is necessary when the companies would like to build winning teams which will be formed by talented people. The organization will use these kinds of teams to solve determinate problems or weaknesses in departments. For instance, if there is a problem in the Financial Department, the organization will build a team to solve this determinate problem and they are going to solve it, because they are competent and experienced people in this field. (Davis et al, 2007)

Second, these authors think that when the company needs to plan for the future, it means that they can go ahead to the changes in the environment, becoming in the pioneer of the market. Also they should use Talent Management if they want to adapt well to these external changes, because they usually will consider all the possible situations in their future. Thus, the organization is going to obtain business agility and can take advantage of the emerging opportunities of the environment. In addition, an increasingly large number of firms are establishing a Talent Management Department, it means that they will need it for the future and because they think that this department is important for the successful of the enterprise. (Ballesteros, 2010)

Finally, as we have explained before, the environment is complex and uncertain, that is why the organizations ought to have agility and flexibility to adapt to the changes, such as in the costumer behavior, in the client spending or in the new trends of consumption (3). Furthermore, we have to take into account that there are two kinds of change: the reactive and the proactive. The reactive change happens when an organization makes changes in its practices after some threat or opportunity has already occurred. It means that the firm could not control these change before occurring. Proactive change involves actively attempting to make alterations to the work environment or work place and its practices. They are trying to avoid a potential future threat or to capitalize on a potential future opportunity. This means that the company controls the changes. (Davis et al, 2007)

**Strategic perspectives of talent management**

Six strategic perspectives were identified that appear to shape an organization's approach to talent management as follows:

**The competitive perspective**

This is underpinned by the belief that talent management should identify talented people and give them what they want; otherwise they will be poached by competitors. This is often a default position in organizations with no formal talent management process – talent management effectively operates as a retention strategy. The research suggests that professional services firms and those in highly competitive sectors such as banking and finance hold this perspective. (Devine, Powell, 2008)

**The process perspective**
This focuses on processes that optimize people’s performance and stems around the belief that future success is based on having the right talent. Managing and nurturing talent is part of the everyday process of organizational life. (Devine, Powell, 2008)

This perspective believes that the future success of the company is based on having the right talent – so managing and nurturing talent is part of the everyday process of organizational life. (Berger & Dorothy, 2003)

**The HR planning perspective**

This is similar to the process perspective but reflects a HR orientation to matching the right people to the right jobs at the right time and doing the right things. (Devine, Powell, 2008)

The HR team often ‘owns’ and monitors talent management processes. This perspective is often held by companies which are experiencing rapid growth. (Devine, Powell, 2008)

**The developmental perspective**

The focus is on developing high potentials or talents more quickly than others; hence talent management often revolves around accelerated development paths. (Berger & Dorothy, 2003)

**The cultural perspective**

This perspective believes talent management is a mindset (Creelman, 2004), and that you must believe that talent is needed for success. (Michaels, Hadfield-Jones & Axelrod, 2001) This can be seen where every individual is dependent on their talent for success due to the nature of the market in which they operate, and is typical of organizations where there is a ‘free’ internal labor market, with assignments being allocated according to how well they performed on their last assignment. Alternatively, this can be an organization where the development of every individual’s talent is paramount and appreciated, and allowing people to explore and develop their talent becomes part of the work routine. (Berger & Dorothy, 2003)

**The change management perspective**

Talent management is seen as a driver of change and can be part of a wider strategic HR initiative for organizational change, perhaps due to a change of ownership or a new series of governmental reforms. (Devine, Powell, 2008; Lawler, 2008)

This can either be a means of embedding the talent management system in the organization as part of a broader change process, or it can put additional pressure on the talent management process if there is widespread resistance to the change process. (Devine, Powell, 2008)

**Table 1. perspective of talent management**

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Core belief</th>
<th>Recruitment &amp; Selection</th>
<th>Retention</th>
<th>Succession Planning</th>
<th>Development Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>Include all processes to optimize people.</td>
<td>Competence based, consistent approach.</td>
<td>Good on processes such as work-life balance &amp; intrinsic factors that make people feel they belong.</td>
<td>Routine review process based on performance review cycle.</td>
<td>PDPs and development reviews as part of performance management. Maybe some individual interventions.</td>
</tr>
<tr>
<td>Cultural</td>
<td>Belief that talent is needed for success.</td>
<td>Look for raw talent. Allow Introductions from in-house.</td>
<td>Allow people the freedom to demonstrate their talent, and to succeed and fail.</td>
<td>Develop in-house if possible, if not look outside.</td>
<td>Individuals Negotiate their own development paths. Coaching &amp; mentoring is standard.</td>
</tr>
<tr>
<td>Competitive</td>
<td>Keep talent away from the competition.</td>
<td>Pay the best so you attract the best. Poach the best from the competition.</td>
<td>Good people like to work with good people. Aim to be employer of choice.</td>
<td>Geared towards retention – letting people know what their target jobs are.</td>
<td>Both planned and opportunistic approaches adopted. Mentors used to build loyalty. Both planned and opportunistic.</td>
</tr>
<tr>
<td>Developmental</td>
<td>Accelerate the development of high potentials.</td>
<td>Ideally only recruit at entry point and then develop.</td>
<td>Clear development paths and schemes to lock high potentials into career paths.</td>
<td>Identified groups will be developed for each level of the organization.</td>
<td></td>
</tr>
</tbody>
</table>
In this section, the research method, population and sampling, research variables, instrument for measuring and collecting data Amory mentioned. Well as statistical methods of data analysis are included in this section.

**METHOD**

This research is a descriptive - correlation and the purpose of the research are applied, and the field data collection. Population is all of staff at the department of Youth and Sport west Azerbaijan Province.

Data collection: The objectives of this study were 3 part of the questionnaire.

Demographic characters questionnaire:
It includes gender, age, experience and education.

Talent management element questionnaire:
It is makes and developed by sibosisu in South Africa and includes 60 questions. It assessment each of element of talent management, and answers of test is set on likert's 5 values scale. The items of it include sub – scales that are: talent management planning system, talent management practice, organizational talent identification, organizational assessment, motivation factor and performance management.

Organizational success questionnaire:
This questionnaire evaluates perspective of people about organizational success, which include 30 questions that design by mohamad moghimi (1388) with \( \alpha = 0.88 \). Respondents choose one of the options I agree with your opinions, agree and disagree partially expressed.

Statistical methods:
For data analysis, descriptive statistics including frequency tables, percentages mean, and standard deviation was used. Well as inferential statistics of the KS test for normality of the data and the Pearson correlation test was used to determine the relationship between the elements of talent management and organizational success and for data analysis software SPSS (v 16), Excel was used.

Research hypothesis:

1- Talent management element and organizational success is related.
1-1-talent management practice and organizational success is related.
1-2-organizational assessment and organizational success is related.
1-3-organization’s talents identification and organizational success is related.
1-4-organizational performance and organizational success is related.
1-5-organizational planning and organizational success is related.
1-6-motivations factor and organizational success is related.

Finding:
- Descriptive Statistics:
  Frequency Distribution of Gender

According to Table 4-1 and Figure 4-1 to see the 1/72 % of the subjects were male and 9/27 percent are women.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>per</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>44</td>
<td>72.1</td>
</tr>
<tr>
<td>Female</td>
<td>17</td>
<td>27.9</td>
</tr>
<tr>
<td>total</td>
<td>61</td>
<td>100</td>
</tr>
</tbody>
</table>
According to Table 4-2 and Figure 4-2 to see the age of 9/27% of the subjects between 20-30 years old, 42.6% for 31-40 years, 26.2 percent 41-50 years 3/3 percent over 51 years who are 31-40 years of age are the most frequent.

<table>
<thead>
<tr>
<th>N</th>
<th>per</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>17</td>
</tr>
<tr>
<td>31-40</td>
<td>26</td>
</tr>
<tr>
<td>41-50</td>
<td>16</td>
</tr>
<tr>
<td>50 and high</td>
<td>2</td>
</tr>
<tr>
<td>total</td>
<td>61</td>
</tr>
</tbody>
</table>

**Inferential statistics**

**The main hypotheses**

Between elements of talent management and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

To investigate the relationship between talent management and organizational success in the Department of Youth and Sport of Azerbaijan Pearson correlation test was used that the results can be seen in Table 7-4.

As can be seen in Table significance level test 0/001 that is less than 0/05 is that we can say with 95% confidence among the elements of talent management and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

**Table 4. relationship between talent management element and organizational success**

<table>
<thead>
<tr>
<th>variable</th>
<th>correlation</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent management element</td>
<td>0.430</td>
<td>0.001</td>
</tr>
<tr>
<td>Organizational success</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sub- hypothesis 1**

Between talent management practice and organizational success in the Department of Youth and Sports Azerbaijan an is significant relationship.

<table>
<thead>
<tr>
<th>variable</th>
<th>correlation</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>talent management practice</td>
<td>0.287</td>
<td>0.025</td>
</tr>
<tr>
<td>Organizational success</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen from the above table that the correlation coefficient of two variables 0.287, which indicates a weak positive correlation and Based on the Pearson test significance level of less than 0.05, we conclude that talent management practice and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

**Sub- hypothesis 2**

Between organizational assessment and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

<table>
<thead>
<tr>
<th>variable</th>
<th>correlation</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational assessment</td>
<td>0.346</td>
<td>0.006</td>
</tr>
<tr>
<td>Organizational success</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen from the above table that the correlation coefficient of two variables 0.346, which indicates relatively weak positive correlation and Based on the Pearson test significance level of less than 0.05, we conclude that organizational assessment and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.
Sub- hypothesis 3
Between organization’s talents identification and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

As seen in the above table, the Pearson test was significantly higher than 0/05 therefore concludes that organization’s talents identification and organizational success in the Department of Youth and Sports Azerbaijan isn’t significant relationship.

Sub- hypothesis 4
Between organizational performance and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

As seen in the above table, the Pearson test was significantly higher than 0/05 therefore concludes that organizational performance and organizational success in the Department of Youth and Sports Azerbaijan isn’t significant relationship.

Sub- hypothesis 5
Between organizational planning and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

As seen in the above table, the Pearson test was significantly higher than 0/05 therefore concludes that organizational planning and organizational success in the Department of Youth and Sports Azerbaijan isn’t significant relationship.

Sub- hypothesis 6
Between motivations factor and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.

As can be seen from the above table that the correlation coefficient of two variables 0.576 which shows a relatively strong positive correlation. Based on the Pearson test significance level of less than 0.05, we conclude that motivations factor and organizational success in the Department of Youth and Sports Azerbaijan is significant relationship.
CONCLUSION

Talent management and strategic objectives are important for a rapidly growing organization has become. It is quite important to employ talented people and a source of competitive advantage for organizations is considered.

In a competitive market, talent management is the primary driver for organizational success. By definition, talent management and implementation of integrated strategies or systems designed to increase productivity in the workplace by developing improved processes for attracting, developing and retaining people with the required skills and talents.

Our suggestion is that if an organization wants to achieve superior performance, Should be applied to talent management. And we hoped define and framework motivate staff in strategic talent management to help managers to organizations with lower costs to achieve organizational success.

REFERENCE