

## Talent Management and Maintaining Talented Human Resource: A Case Study in Kashan University of Medical Sciences

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### Abstract

This paper intends to survey the role of talent management in supply and maintaining talented human resource in Kashan University of Medical Science. The statistical population of research included senior managers, supervisors, assistants and heads of affiliated hospitals Medical Science University in Kashan. According to the few number of the statistical population, the census method is used and the number of samples is 63 persons. This study, in terms of the purpose, is a practical research and in terms of the method is a correlational type. The role of talent management on the talent pool, organization leaving, job stability and safety and avoiding key positions vacant were examined in this paper. According to the correlation analysis, the correlation coefficient of job stability and safety has the highest level with 0.426. The correlation coefficient of talent pool, organization leaving and avoiding key positions vacant was 0.193, -0.325, and 0.319, respectively.

**Keywords** Talent management, Talent pool, Organization leaving, Job stability and safety, Key positions vacant

### Introduction

Whereas humans are the foundations of organizational transformations, talented human resource maintenance should be paid to reach the acceptable organizational level of development. Library studies and practical articles reveal that researchers believe that having talented human resource is the cheapest and most reachable real and stable competitive advantage for organizations (Gisler, 2005). The main purpose of human resource management is to help better performance in organization in order to achieve organization goals through systems and programs planning so that competent forces are used and play an important role in organization performance. The need for human resources is increasing and expectations from human resource profession are changed sharply (Armestrang, 2008). While systematic actions take place to attract customers, attraction of organizational talents should be acted systematically (Creelman, 2004). The best strategic to success in competing for attracting the talents is not collecting whole talented people, but attracting the most appropriate people. In other words, what is inventive, attractive, managed and interactive can be motivating, committed and efficient in work place (Collings and Mellahi, 2009).

The talent management is a process that traverses direction for evolution from its emersion. By informing organization, leaders with this fact that their worker's talents and abilities lead to success their business, companies decide to take action to talent management fields and try to maintain their high potential workers (Nunn, 2007). Talent management includes strategy and thinking based on attracting resources, selecting, training, developing, marinating, promoting and transferring workers within the organization. In addition, talent management helped workers with high ability, aided them to develop trough empowered people and eliminated lower performance people (Chirsh, 2008). In fact, the talent management is one type of systematic management strategy

that determines positions that are competitive advantage and organizational stability resource. The talent management is used as a tool for develop and recruit people and caused skilled people that are required for organizations be developed (Bhatnagar, 2007). The talent management has a cycle that includes three main fields: talents identification and absorption, talents maintenance and preservation and talents development (Schweyer, 2004). Today's organizations are no longer seeking for worker recruitment, but they are looking for talents attraction, this called as The Talents Battle or The war for get the talents (Michaels et al, 2001). The talent encompasses outstanding maturity that generally called competences (knowledge, skill and ability) so that put the person among top 10% of co-workers whose work field is similar (Gagne, 2007). Facilitate career advancement and create very talented and skilled people in organization by use of legal and formal processes, policies, resources, procedures and methods take place in a fairly complete definition that is considered as basic definition of this study (Collings and Mellahi, 2009). Whereas institutes for higher education and universities are important organizations that have strategic role in advancing national goals, this paper is considered the leaders, managers, supervisors, assistants and heads of affiliated hospitals wards to the Kashan University of Medical Science as talent and is looking for answer to the question that: what is the role of talent management in scientific talent preservation and absorption in universities?

### **Theoretical Foundations of study**

The talent management is a process that emerged in 1990s and is still traversing direction for evolution. In the year of 1997, the term of the Talent Battle presented for the first time by Mckinsey Consultant Company. In Mckinsey Company's study, it seen that those organizations that are more successful in attracting, developing and maintaining the talented leaders have more profitability, this caused to change attitude toward talented people and looked at them as a source of competitive advantage creation. Earlier Tulgan in *Managing Generation X* (1996) noted that talented people tendency, who born in generation X -after WWII, for challenging the employment process leads to a talent-oriented revolution in this activity, in such a situation that the concept of permanent employment in one organization is fading rapidly (Cartwright, 2008). In the past decades, 1960 to 1970, the talent management was assigned as an additional responsibility to personnel department, while today the talent management is more seriously considered as an organizational task that its responsibility is on the shoulders of whole of the department. Undoubtedly, current age is age of organizations and custodians of these organizations are people; people how due to possessing the greatest power source, the thinking, can lead to move, growth and excellence the organization (Moali and Taj al-din, 2008). Generally according to the evolutionary approach, can find three steps about history and course of evolution of the talent management in theoretical foundation:

*Step1: Personnel Unit:* During 1980s and 1970s, the units that was administrated and was responsible for People within the organization, was called personnel units. The role of those units was doing activities such as employing people, paying and rewarding to them and brief trying to maintain employees.

*Step2: Strategic Human Resource Unit:* During 1990s and 1980s, organizations found that in fact the task of personnel unit is more than those were discovered previously and therefore the concept of strategic human resource was emerged here. During this time, organizations found that human resource unit has more extensive role, and selecting appropriate people, training them, helping organization in jobs and organizational structure planning and developing rewardable systems were regarded as roles defined for strategic human resource management.

*Step3: Talent Management:* Nowadays, we have entered the new phase in people management in organization and human resource unit focuses on new strategic objects such as:

How can we perform more effective and more efficient selection processes through applying selection based on competency instead of selection based on resume?

How we can develop managers and leaders in order to strengthening the culture and expanding the leadership communication channel in better way?

How we can identify competency gaps quickly and how we fill the gap by appropriate people selection?

How we can provide learning that is relative, flexible, accessible and on time?

How we can determine people who have high performance and ability to substitution in upper posts in throughout the organization?

The above-mentioned problems and challenges and many other problems are issues that require new processes and systems, and these are what the talent management is seeking to meet. Indeed, above questions are new challenges that strategic human resource management faced with and talent management tended to solve. Accordingly, some researchers believe that talent management is the same as strategic management of talents stream throughout the organization that its purpose is ensuring that there is a stream of talented people in the organization that provides appropriate people with appropriate skills at appropriate time for appropriate job based on organization's strategic objectives.

#### **The definition of talent and talent management**

The talent is defined as relative rates of progress of the individual in an activity. If different people placed under the same situation and condition, we will find that different people have differences in terms of rates of learning the skill (Matiogay, 2001). The talent is a set of individual's ability including skill, knowledge and capacity for growth and development (Michaels et al, 2001). The talent management also same with talent's definition has several definitions including: the talent management includes though and strategy based on selecting, recurring, training, developing, maintaining, promoting, and transferring employees in the organization (Chirsh, 2008). The talent management is one type of systematic managerial strategy that defines posts which are competitive advantages and Sources of organizational sustainability. The talent management for replacing the key posts and important responsibilities focuses on talent pool creation in order to organizational sustainability and development (Agenda, 2007).

#### **The importance of the talent management**

From the perspective of experts, the talent management is important for two reasons:

1. Applying the talent management cause to successful talents selection and maintenance.
2. The employees will select for key posts in future (Hughes, Christensen and Evelina, 2008).

The most important notation factors to the talent management in Iranian organizations, due to the special organizational culture governing its, the following cases can be noted:

- a. Decreasing available talent.
- b. Creating appropriate space for talent maintenance.
- c. Increasing the competitive level of high performance employees selection.

#### ***The reason for emphasis on talent management in today's organizations***

a- Direct connection between the talent and The organization's superior performance:

The researches reveal that when the organization invests on its talents, the incomes will increase significantly, therefore the talents can affect the performance.

b- Value creation by the talents:

The financial value of organizations depends on its talents quality and the talents increase the value of organizations rapidly.

c- The business in the more complicated and more dynamic environment:

Fierce competition made it very more difficult to maintaining the competitive advantage in long term, new productions and new business models have shorter life cycle and are demanding continuous innovation.

d- Employee's expectations variation

Employee's expectations are varying and, on the other hand, organizations put more emphasis on the talent management strategies and methods, today's employees:

- Are interested in doing meaningful and challenging work.
- Are more loyal than their organizations to their jobs.
- Are less adapted to traditional structure and source of power.
- Are willing to change their career development path.

Answering to this numerous challenges made it difficult to capturing the employee's hearts and minds, also the organizational culture is very determinative in key talents attraction and maintenance (Sayadi and Mohamadi, 2010).

#### **The principles of talent management**

a) Thinking carefully to the vital talents: the use of appropriate facilities and talents inside and outside the organization and expressed the organization's need for talents in order to implementing the business strategies (Mokhtari, 2010).

b) Pervious planning for talents management: having the training path and fixed advancement that convert raw potential to the role actors.

c) Creativity and having foresight in retraining and the talents absorption: absorbing the talents from competitor organizations and in different ways about people who have special feature.

d) Creating global market for the talents and encourage employees to apply for jobs in the organization . And, evaluating the talents readiness for higher positions and accelerating the talents development (Mokhtari, 2010).

The talent is a rare and intact source and those managers who do not know how to identify it are the biggest problem of organizations. The talent like many other things, when is used, is more prosperous and if released, it will be destroyed. If managers in organizations are not taking responsibility of staff development correctly, the organization will not able to use of their talents. The key management is converting the hidden talents to the potential talents .

#### **The requirements for the implementation of talent management**

Implementing the talent management program requires that the organization has a proper and effective performance appraisal system. Indeed, through this system talented employees and people who have hidden or potential competency will identify and introduce. Also the organizations should have an efficient and logical communicating system by which all employees can traverse the job progress route on basis of their own competence and performance. And, eventually the most important principle in the talent management is that organization's managers should have coaching style and if they have, the organization's talents can find their way, develop their skills, edit and change their behaviors, transform their attitudes and access to their treasures of wisdom and foresight

### **The process of talent management**

The talent management includes a set of interrelated processes. The talent management begins with business strategy and what talented people think is important for organization and provides stable business plan for human resource planning, till determines human capital needs and conducts it towards internal sourcing absorption and maintenance plans and policies. Also determines the absorption and maintenance talented people plans and policies till ensuring that the organization both absorbs and maintains required talent.

*Talent review:* reviewing the talent determines those that have potential and provides business and development planning.

*Role:* the talent management is related to roles that people are playing, by ensuring that the roles are generating required responsibility and challenge to create management.

a- Selection: the acceptance or rejection phase of user request to select the most competent and most talented people.

b- Learning management: every organization depending on its conditions uses different strategies to learning and this has been fixed properly due to needs for learning in today's organization.

c- Performance management: that is key levers for change and used to increasing the team's achievements.

d- Rewardable system: the main concern of the human resource experts is to create payment terms in order to increase the appropriate motivation of employees.

e- Succession fostering: concerning the inside of the organization and succession fostering strategy are today's organization's regard, and the most successful organizations are those that have done long term investment on employees .

According to Abolhoseini (2011), four factors have been identified as the most important talent management outcomes that have been considered as conceptual model of this study. These four factors are: talent pool, none key positions vacancy, none organization leaving and Job stability and security.

*Non-key positions vacancy:* The talent management and succession fostering processes clearly focused their target on key job, those that have important role in organization success and it is difficult to find appropriate staff for the jobs. Those jobs have key role for organization success and should not be vacant for long term, because the organization without having the talented people in this positions is unable to compete with other organizations and in achieving its goals will face with difficulty.

Accordingly, by using accurate methods the key and sensitive positions should be covered by talent management programs (Hersy and Blanchard, 1997).

*Creating the talent pool:* In particular approach, the discussion is that the talent management focuses on specific people or group of today or future leaders and experts who are able to promote in different organizational levels. In this approach, the talent management focuses on one or two parts of work force and separates them that called the talent pool. These people have specific capabilities and performance and are talented for adopting or promoting key positions. If this approach adopted, there will be needs for exceptional management (Delbridge et al, 2006). The accumulation of the human force of an organization can be likened to a pool of water. It is obvious that the number of input valves that direct the water into pool and the size of these valves, in other hand the amount of water that comes out from the pool, determine the total saved amount of water in the pool similar to the saved amount of human talented force. Identifying and accurate calculating the inputs and outputs valves of organization human force enables experts and planners that by changing the changeable factors to match the other factors (Smith, 2007). The talent management by

regarding this subject and creating the talent pool and providing it, helps the organization in time of needs for talented force.

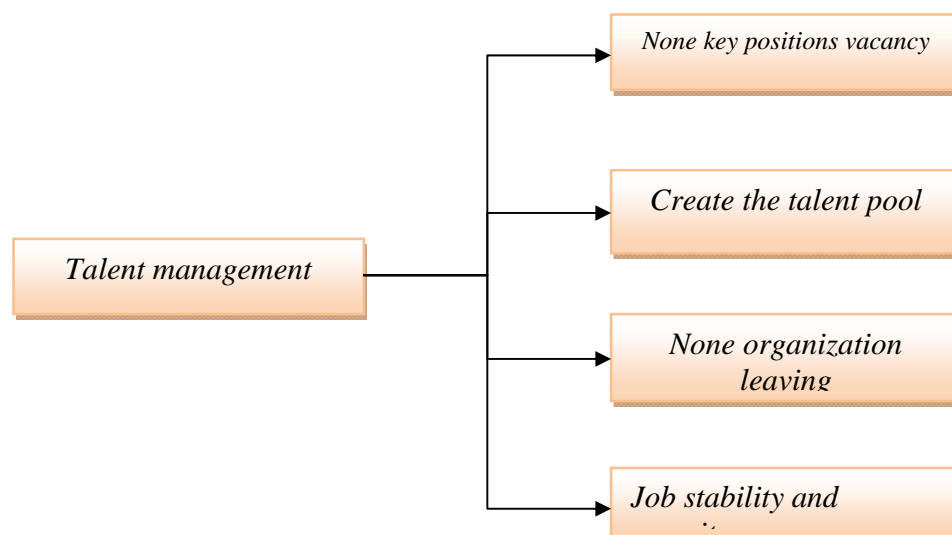
*Non-organization leave:* One of the criteria for assessing the performance of the organization before and after establishing the talent management system, is the rate of leaving the organization by talented people. First, according to the definition, the talented people are distinguished and then will put them into different categories. Michael and others (2001) have divided staff into three categories: staff A, B and C.

Staff A: are those who have exceptional performance with rachievement without change, along with inspiring and motivating others. McKinsey Company's suppliers and partners in research of 2000 in field of war for talent believed that the staff A's performance on average is 42% more than performance of average staff. This research concluded that, in order to increase the maintenance of employees in organization and prevent the leaving organization by them, it is required to prioritize the staff A development and maximize their payroll.

*Job stability and security:* In concept of job security, there are subjects such as job changes, job loss and failure to obtain suitable job. Therefore, according to industrial and organizational psychology, the job security is one of the causes of job satisfaction (Falmr and Kangr, 2009).

According to the consultant group LBA research, the factors that most contribute to creating and maintaining excellence in the organizations are: performance-based culture, minimum movement job stability (especially in staff group), high level of employee satisfaction, group of qualified successors, effective investment on staff payroll development and use of organizational competence in selection process and staff's performance evaluation. Accordingly, the consultants believe that increasing the organization ability to achieving excellence is more important than understanding the need for talent management and creating an orderly manner in carrying out the activities. Before it, the talent management targets should be understood (Berger and Berger, 2004).

### The conceptual model and research hypothesis



**Figure 1: The conceptual model**

Therefore, the research hypotheses are derived as follows:

1. The talent management has a meaningful relationship with the talent pool.
2. The talent management has a meaningful relationship with the job stability and security.
3. The talent management has a meaningful relationship with none key positions vacancy.
4. The talent management has a meaningful relationship with the none organization leaving.

### Methodology

This study in terms of the purpose is a practical research and in terms of method is a correlational type. The tool of data gathering is data mining and required data have been collected by the Husseiny questionnaire (1390). The statistical population of research includes senior managers, supervisors, assistants and heads of affiliated hospitals wards to the Kashan University of Medical Science. According to the few number of the statistical population, the census method is used and given that the number of 63 questionnaires is returned, so the number of samples is 63. The questionnaire validity and reliability have been approved and Cronbach's alpha for the questionnaire 0.9 is obtained.

First, normality of the statistical population distribution by using of the Kolmogorov-Smirnov valid test is checked. Then the average demographic information test and supply dimensions and maintain the talented human resources by using of T-test and ANOVA (Analysis of variance) are conducted. And then the effectiveness of each of the independent variables by using of factor analysis base on new and advanced method of structural equation of partial least squares (PLS) is determined.

### Research findings

#### *Normality distribution test of the statistical population*

First, normality of the statistical population distribution by using the Kolmogorov-Smirnov valid test is checked and considering that the SIG value of the Kolmogorov-Smirnov test is greater than 0.05 , at 95% confidence level, the test will have the normality of the distribution (table 1).

**Table 1: Normality checking by using the Kolmogorov-Smirnov test**

research variables	None key positions vacancy	Job stability and security	Organization leaving	Talent pool	Talent management
Kolmogorov-Smirnov Z	<b>0.456</b>	<b>0.507</b>	<b>0.797</b>	<b>0.660</b>	<b>0.507</b>
Asymp. Sig. (2-tailed)	<b>0.985</b>	<b>0.959</b>	<b>0.549</b>	<b>0.776</b>	<b>0.959</b>

#### *The sample mean difference test based on demographic information*

The T-test is used in the sample mean difference test based on gender and marital status information. According to the independent t-test, if the meaningful level is greater than 0.10, we can conclude that the talent management and each of supply dimensions and talented human resource maintenance are similar for women and men and there is no meaningful difference. As it is clear from table 2, there is no significant difference between married and unmarried people too (table 2).

**Table 2: The independent T-Student test for checking the mean difference of gender and marital variables**

	Gender	T	Sig.	Mean	Std. Deviation	marital status	SIG.	Mean	Std. Deviation
None key positions vacancy	Male	0.885	0.377	3.792	0.4069	Single	0.208	3.682	0.42306
	Female			3.7317	0.45051	Married		3.7911	0.41807
Job stability and security	Male	-1.416	0.158	3.7564	0.5423	Single	0.927	3.8	0.46508
	Female			3.879	0.5119	Married		3.7899	0.54821
Organization leaving	Male	-1.080	0.282	3.8477	0.5910	Single	0.869	3.8929	0.6576
	Female			3.948	0.52201	Married		3.8734	0.55848
Talent pool	Male	-0.765	0.445	3.3559	0.77301	Single	0.587	3.309	0.75729
	Female			3.4528	0.7982	Married		3.3966	0.78481
Talent management	Male	-0.430	0.668	3.538	0.25899	Single	0.732	3.5286	0.22426
	Female			3.5551	0.19159	Married		3.5456	0.24480

***The sample mean difference test based on demographic information***

The variance analysis test is used in the sample mean difference test based on demographic age group and education group information. According to the variance analysis test, to study the difference of average age group of sample people, if the meaningful level is greater than 0.01, it can be concluded that the talent management and each of supply dimensions and talented human resource maintenance are similar between different age groups and there is no meaningful difference. Except for the talent pool dimension with meaningful level of 0.087 and less than 0.10, it can be revealed the talent pool dimension in different age groups has a meaningful difference. Also, according to the variance analysis test in order to investigate the difference of average age group of sample people, if the meaningful level is greater than 0.01, it can be concluded that the talent management and each of supply dimensions and talented human resource maintenance are similar between different education groups and there is no meaningful difference. Except for the talent pool dimension with meaningful level of 0.064 and less than 0.10 that reveals the talent pool dimension in different education groups has a meaningful difference (table 3).

**Table 3: The independent t- test for checking the mean difference of age and education variables**

	Sig. for age difference	Sig. for education difference
Non- key positions vacancy	<b>0.659</b>	<b>0.677</b>
Job stability and security	<b>0.481</b>	<b>0.292</b>
Organization leaving	<b>0.324</b>	<b>0.403</b>
Talent pool	<b>0.087</b>	<b>0.064</b>
Talent management	<b>0.679</b>	<b>0.557</b>

***The Friedman test to prioritizing the indicators of talented human resource supplying and maintenance***

The Friedman rating test is used to prioritize the indicators of talented human resource supplying and maintenance.



**Table 4: Prioritizing the indicators of talented human resource supplying and maintenance**

prioritizing the indicators of talented human resource supplying and maintenance	Average ratings
Non-key positions vacancy	<b>2.57</b>
Job stability and security	<b>2.56</b>
Organization leaving	<b>2.78</b>
Talent pool	<b>2.10</b>

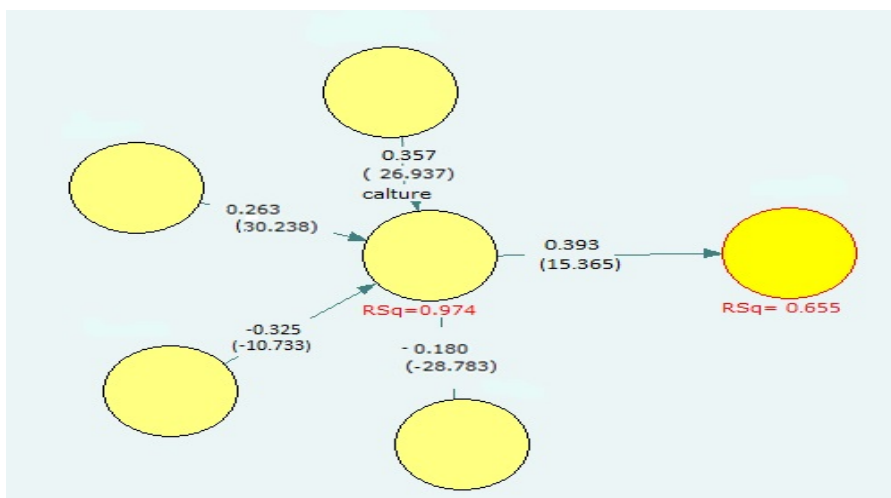
The results of prioritizing the indicators of talented human resource supplying and maintenance reveal that the organization leaving factor with average ratings of 2.78 has priority toward other dimensions. After that, there are the non-key positions vacancy factor with average ratings of 2.57, the Job stability and security factor with average ratings of 2.56 and the Talent pool factor with average ratings of 2.10 in priority, respectively.

**Factor analysis by PLS method**

In this study, the effectiveness of each of the independent variables on each other by using the factor analysis method based on new and advanced method of structural equation of partial least squares (PLS) is determined. In this study, for measuring the one-dimensionality of the indicators, the Cronbach's alpha coefficient is used. The coefficient for each variable is computed over 0.70, therefore, the model reliability is fully approved. Also the combined reliability indicator for measuring the model reliability is provided that in this research is over 0.6 that reveals that the reliability of the model is good. The AVE indicator for calculating the convergent validity in this research is over 0.5; therefore the convergent validity of the model is confirmed.

**Interpretation of model coefficients**

Given the meaningful test of research hypotheses, and given that Statistics value of T-Student is over 1.96, meaningful test of each of the hypotheses is approved at meaningful level of 0.05. According to the estimation results of the model coefficients, it can be said that the Job stability and security by coefficient of 0.357 and then the talent pool by coefficient of 0.263 have the greatest impact in the forward direction. Also non-key positions vacancy by coefficient of -0.325 and then the organization leaving by coefficient of -0.180 have the greatest impact in the reverse direction. In addition, the talented human resource supplying and maintenance by coefficient of 0.393 has meaningful relation in the forward direction with talent management.



**Figure 2: Modeling the structural equations by using of the VPLS software**

Openly accessible at <http://www.european-science.com>

**Checking the correlation between research variables**

According to the correlation results in table 5, the correlation coefficient of job stability and security has the greatest correlation value and is equal to 0.426 and then the correlation coefficient of talent pool is equal to 0.193 in forward direction. After that, organization leaving with coefficient of -0.325 and then none key positions vacancy with the coefficient of -0.319 are related to the talent management in reverse direction.

**Table 5: The correlation coefficients of main factors**

	Talent pool	Organization leaving	None key positions vacancy	Job stability and security	Talented human resource supplying and maintenance
Organization leaving	0.111	×	×	×	×
None key positions vacancy	-0.138	0.164	×	×	×
Job stability and security	0.166	-0.107	-0.074	×	×
Talented human resource supplying and maintenance	0.139	-0.790	-0.624	0.426	×
Talent management	0.230	-0.325	-0.325	-0.192	0.440

**Summary of results and hypothesis testing**

According to the model, each of the hypotheses are concluded as follow:

*Main hypothesis: The talent management has a meaningful relationship with talented human resource supplying and maintenance.*

Estimating the coefficients of the structural equation modeling between the talent management and the talented human resource supplying and maintenance reveals that by an increase of one unit of talent management, the talented human resource supplying and maintenance will increase by 0.393 of unit.

*Sub-hypothesis 1: The talent management has a meaningful relationship with the talent pool.*

Estimating the coefficients of the talent pool in model reveals that by increasing one unit of talent management, the talent pool increased by 0.263 of unit.

*Sub-hypothesis 2: The talent management has a meaningful relationship with the organization leaving.*

Estimating the coefficients of the model reveals that by increasing one unit of talent management, the organization leaving decreased by 0.180 of unit.

*Sub-hypothesis 3: The talent management has a meaningful relationship with the job stability and security.*

Estimating the coefficients of the model reveals that by increasing one unit of talent management, the job stability and security increased by 0.357 of unit.

*Sub-hypothesis 4: The talent management has a meaningful relationship with none key positions vacancy.*

Estimating the coefficients of the model reveals that by increasing one unit of talent management, none key positions vacancy decreased by 0.325 of unit.

### **Conclusion**

Given that the organization leaving is at the first priority compared to other dimensions, to investigating the factors affecting organization leaving and decreasing the talented people departure from organization, it is recommended that a comprehensive study be conducted in this area. After that, none key positions vacancy has second priority and to prevent jobs vacancy, an appropriate strategic program should be provided. The job stability and security and the talent pool have the next priorities, and a comprehensive bank of key jobs in the organization should be provided and job seekers listed to be employed after getting a job vacancy.

### **Recommendations of the study**

The above findings confirm past studies and emphasize on organization's managers to pay special attention to the talent management. According to the above results, the following suggestions are recommended :

- Focus on crucial jobs: the organizations traditionally are focused on senior management jobs in succession plans. While the lack of human force requires developing succession plans to other crucial jobs which have the greatest impact on performance.
- Integrating the job development plans for employees: a integrated approach that focused on identifying and retaining talent, should be support by solutions that can relate the job development plans to the succession plans of entire organization.
- Encourage the prevention and sustainable development plans: the effective succession management refers to organizations that for development, providing opportunities and offers that can increase applicant's readiness for the future jobs. By relating the learning and developing to the job development and succession, organizations can have positive effect on available talents training in order to facing the future requirements.
- Evaluating technology solutions: investment on the best solutions to development the entire talent management cycle includes management development, optimization and reward system that enables the organization to maximize the labor productivity and meet the organization success in long term. The web-based succession planning solutions allows to employees to through their PC and directly can access to the data and processes and can follow their career progress actively. By transferring and putting the succession plan to the top priority of programs and organizations agenda and by creating a proactive approach to employee's leadership and development, the organizations can provide a firm foundation for easy and unwary leadership transition to the future. Implementing the succession plan as a part of a talent management strategy enables the organization to recognize the current and future needs, and thus talent alignment and development will be based on it; however to be successful in succession plan, the organizations should focus on the career development of their employees.

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