

The Impact of Talent Management Application on the Strategy of Human Resources Management at Northern Border University

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Abstract

This study aims at finding out the link between talent management and the strategy of human resource management at Northern Border University, and the influence of talent management on the strategy of human resource management as well as the extent to estimate the university administration for the talent and achievement of strategic goals for the management of human resources, and to make recommendations to the university, the Saudi universities, in particular and organizations in general. The study used the descriptive statistic and analytical method applied to the study of cluster sampling method in the choice of vocabulary of the research population.

1. Introduction

An organization living in highly competitive environments depends on the ideas of its employees in the research and development that will lead to excellence since investment in excellence is the core of creative organizations. It is one of the most important and modern trends in human resources management strategies which is based on values and profession standard, reflecting on improving the staff's performance in an organization to achieve competitive advantage and its level of "inputs and processes". And to ensure that the outputs are consistent with the specific standards including the requirements of the labor market and competitiveness. This study came to examine the impact of talent management on human resources management strategies in achieving the objectives of the university and thus to achieve the competitive advantage between universities by identifying the necessary and significant components for the effectiveness of talented management and leadership requirements that support it.

2. Statement of the problem

Contemporary organizations live in ongoing competitive and changing environments in terms of meeting the new administrative requirements of commitment to quality, excellence and development. Organizations must respond to changes in an innovative way that affects both the performance of the organizations staff and the organization to ensure its survival and continuity. The university is not far from the local and global influences and requirements, namely the need to apply academic and institutional concepts and standards at work. In this concept, the research problem highlights the following question: "Is there an effect of the application of the talent management system on the human resources strategy at Northern Border University?" By recognizing the basics and steps of the talent management system, this institution has a significant and influential role in the society. This can be represented in environmental conditions to increase the cognitive base which are based on modern means of communication and openness to the manifestations of globalization.

2.1 Objectives of the Research:

The objectives of this research stem from the importance of the human resource of the organization through:

1. Knowledge of the correlation between talent management and human resource management strategy at Northern Border University.
2. Identifying the effect of talent management on the strategy of human resources management at Northern Border University.
3. Recognizing the extent to which the university management appreciates talent and achieves strategic objectives of human resources management.
4. Making recommendations to Northern Border University and Saudi universities in particular and organizations in general.

Significance of the Research:

The research derives its significance from the following points:

1. Precedence of the subject of the study, which is the management of talent and its impact on the strategy of human resources management at Northern Border University.
2. To clarify the extent to which talent management has contributed to the activation of the human resource management strategy at Northern Border University.
3. It is expected that the results of the research, which will show the importance of interest in the talents to

increase the effectiveness of human resources management and give priority because modern organizations are based on ideas.

Hypothesis of the Research

- **The first hypothesis:** There is no statistically significant effect of correlation and compatibility for talent management on human resources management strategy at Northern Border University at a level of significance (0.05).
- **The second hypothesis:** There is no statistically significant effect of talent management on the strategy of human resource management at Northern Border University at significance level (0.05).
- **The third hypothesis:** There is no statistically significant effect on the assessment of talent and the achievement of the objectives of strategy of human resources management at Northern Border University at significance level (0.05).

Population and Sample of the Research

- **The research population:** The population consists of all managers at the three administrative levels (upper, middle and lower) in the central administration of the university, colleges and deanships, and the branches of the University of Rafha and Turaif.
- **Sample of the research:** A random sample of 150 directors (university rector, , deans of the colleges, deans, and deputy deans, heads of departments, deans and supervisors of the students section in Arar) was selected. The following table shows the distributed and returned questionnaires at these academic and administrative levels

Table (1)

shows the questionnaires distributed to the individuals and retrieved sample by department

No	Name of Administration	Higher Administration		Central Administration		Minimum Administration		total number	
		Distributed	Imported	Distributed	Imported	Distributed	Imported	Distributed	Imported
1	Central Administration	3	3	21	15	5	4	30	22
2	Deanships and colleges	2	1	18	13	10	3	30	17
3	University branch in Rafha	3	2	19	15	8	4	30	21
4	University branch in Turaif	3	1	17	11	10	7	30	19
5	Female campus in Arar	4	3	15	11	11	7	30	21
Total								150	100

2.2 The Theoretical Framework of the Research

Northern Border University : Northern Border University was established in 1428H (2007), where the College of Science was established. The College of Teachers (Education and Arts) and several colleges were established in Rafha and Turaif to form the Northern Border University. Many academic disciplines have been developed in the university, from scientific and educational to administrative sciences, medicine and medical sciences, to engineering and social sciences. The geographic location of the Northern Border Province is unique in terms of the design of the strategic plan, which is related to the surrounding environment. The strategies are also influenced by geographical location in terms of population , density and educational institutions, both public education and higher education in the region, industrial and commercial activities and other indicators. A strategic plan was adopted for the advancement of the university and to determine the steps of establishing, and developing the main sectors of the university : administration, its executive departments, independent committees and colleges.

3. The Concept of Talent Management

The change in the contemporary management environment is the catalyst for the research for means, tools and methods to deal with this rapidly changing and highly competitive environment, characterized by the rapid transmission of ideas and the existence of a classification. This will lead to higher uncertainties in the global situation of universities besides the high-level of developments in communications that increase the availability and complexity of information. This may necessitate the search for more efficient administrative methods to achieve efficiency in the use of financial, human and technological resources in order to achieve outstanding performance in the provision of services under conditions where the needs, demands and expectations of consumers, , 2011. This is a fact that needs creative talent that is at the level of the challenge facing the organization. Talent is one of the most basic requirements of the universities because in many cases it wor;s in of

instability. It is necessary to apply the concepts of quality and academic accreditation. It is no longer enough to use the traditional methods of performance, as it may lead to the decline of universities in achieving their goals in the light of the requirements that do not stand up to efficiency, but they must be aspiring to further to find new areas of work that propel them for diversity. It should be noted that what it needs in the light of the major changes is to improve and develop methods and techniques of prioritization and objectives (Diane, 55: 2011).

So, organizations need to combine sound institutional design with management practices and talent to achieve an important competitive advantage in performance (Talya, 2010). It focuses on leadership, managers, talent management, performance management, information and decision-making. It is necessary for the construction to be built on the talent of its operations and institutional characteristics.

The new organizations have focused on the different sizes and directions of the gifted and talented, who have the distinct abilities and vision of the minds that need to be refined, developed and nurtured. Therefore, talent is one of the most important foundations of civilized progress and an important factor in the progress of contemporary humanity. "The talent is the possession of an advantage." To the according Arabic Dictionary: Wahba, and the name is talent and talent, which gives each other some gifts and talent. (Gifted) or intelligent with great natural ability (Baalbaki, 2000).

Talent management is a process of development, consolidation and integration between the concentration on the capabilities and talents of employees to achieve competition, development of new employees, maintenance of existing employees, and attraction of talented employees with high experience to work in organizations and institutions.

The term was first used by David Watkins in 1998. In an article published in the same year, the term, concept and process of talent management was introduced in the 1990s and continued to be adapted and used by many organizations, where it was discovered that the talents and skills of their staff (Al-Koraiti, 2005), which leads the business to success and profit. A number of ambitious international organizations have been quick to plan and develop their human resources and talents, and have developed the concept of their operations and methods in managing the resources and talents of their employees. Talent is seen as a competitive advantage in modern organizations, and in our time it means that people are the competitive advantage of an organization (Siam, 2013).

If the concept of Human Resources has developed in recent years to appear as a field of knowledge that benefits and supports the fields of management, business administration, organizational behavior, psychology and sociology, also, it benefits from its developments. However, we have noted that talent management as a new concept that began to appear in the last few years; it is a new field in Business Administration. Besides, its methodology and style of new technology to activate the role of talent / talents, and focus on the processes and organizational change, not to choose leaders, managers, employees and workers (talented) in all fields in order to develop the quality of human resources and the concentration of operations on them, as well as seeking to recruit talented individuals to achieve high performance in business and management.

3.1 Analysis of Field Research Results and Hypothesis Testing

First: Procedures and Methodology of Field Study

The study is based on the analytical descriptive approach, which includes the use of the field method in the collection of data by means of the questionnaire and its statistical analysis to test the hypotheses of the study in addition to the desk survey in order to use the available sources to construct the theoretical background.

A- Method of theoretical analytical study by reference to the secondary sources of books, scientific journals, university transcripts and Internet services available.

B - Method of field study where a questionnaire was developed for this study for the purpose of gathering field information:

- The questionnaire is prepared in consistent with the hypotheses of the study that is distributed to the members of the study population. The questionnaire included a presentation letter as well as paragraphs to be answered according to the Likert scale (1-5), where (1) completely disagree (2) disagree (3) neutral (4) agree, (5) completely agree.

3.2 Second: Statistical Method: To achieve the objectives of the study and to answer its questions, test hypotheses used appropriate statistical tests such as the arithmetic mean to examine the hypotheses of the study, and the use of the statistical package (SPSS) to conduct statistical treatments and tests after entering the data into the computer.

Third: population of the study: In order to strengthen the theoretical study, questionnaires were designed and distributed to a sample consisted of (100) faculty members at Northern Border University of the total population of the study.

Table (2) shows the distribution of the sample on the departments, colleges and university dues

Administrative and Academic Unit	Number	Percentage
Senior Management and General Administration	18	18%
Colleges and Deanships	40	40%
Northern Border University Rafha Branch	18	18%
Northern Border University Turaif Branch	24	24%
Total	100	100%

Table (2) shows that 18% of the sample from the general administration and the higher management 40% of the sample colleges and deanships and 24% of the sample of Northern Border University branch in Turaif, and 18% of Northern Border University branch in Rafha Governorate.

Table (3) shows the distribution of the sample by qualification

Qualification	Number	Percentage
M.A.	28	28%
Ph.D.	72	72%
Total	100	100%

Table (3) shows that those who hold master's degree represent 28% of the sample and 72% of the sample studied, since the majority of faculty members of the university are PhD holders. Therefore, there is a positive role and a high level of qualification in enriching the work (Barakat, 2006)

The following table (3) shows that those with less than four years' experience represent 50% of the research sample. Those with experience of 4 to 8 years represent 28% of the sample and more than 8 years 22% of the sample.

Table (3) shows the distribution of the sample by years of experience

Years	Number	Percentage
Less than 4 years	50	50%
Between 4-8 years	28	28%
More than 8 years	22	22%
Total	100	100%

Searched. This is because the university is still young and has not accumulated much experience yet. This is supported by the performance capabilities of the university, where there is a close relationship between the practical experiences that a person has in his life and his intellectual production. Through these experiences, he learns imagination, creativity and problem solving, and thus plays a role in developing his design capacity (Amal, 2010). Experience is always obtained through the interaction that occurs between the individual and his environment, and the environment contains conditions that interact with the individual's needs, desires, purposes and abilities to create and generate so-called experience (Kolb, 1984). (Darby & Wilson, 2006) The more the tasks and activities are characterized by the difficulty and the higher complexity, the more the employee will be able to enhance and acquire expertise that will give the organizations opportunities to extract the real experiences. Table (4) shows the distribution of the sample by age group

Years	Number	Percentage
Less than 30 years	16	16%
From 31 to 40 years	42	42%
From 41 to 50 years	24	24%
More than 50 years	18	18%
Total	100	100%

Table (4) shows that most age groups are between 31 and 40 years old, with 42%, followed by the age group of 41 to 50 years by 24%. This is consistent with the requirements of talent management as this age group tends to love experimentation and testing and has a high risk bias. There is an impact on the age of the individual on risk, risk, vision, future outlook, strategic thinking, strategic planning, problem sensitivity, employment and ability to employ communication channels To provide information, and this is consistent with the results of the study (Rahhalah, 2005).

Second: Analyzing the Results and Testing Hypotheses: (Data source for tables, collected by the researcher from the study sample, 1435 H)

The first hypothesis: There is no statistically significant effect of the correlation and compatibility of talent management on the human resources management strategy at the Northern Border University at significance level (0.05).

Table (5) shows the extent of correlation and alignment of talent management and the human resource management strategy at the Northern Border University.

Statement number	The existence of a talent management department that enhances the link and alignment with human resources management to achieve its objectives through:	Arithmetic mean	Moral value	Degree of freedom	Chi square value
1	Is an urgent need for the success of the resource management strategy	3.20	0.00	4	60.560
2	Lead to the existence of criteria for distinguishing between those who are assigned on the basis of functional competencies	4.83	0.00	4	61
3	To stimulate the university to unleash the intellectual potentials of its development	3	0.00	4	59
4	Allow talented participants to build strategic HR plans	4.38	0.00	4	38.3
5	The flexibility of the functional structure leads to the application of the talent management system	3.74	0.00	0.004	15.40
6	Adapt talent management to the competitive variables of the university environment and assimilation	4.0	0.13	4	12.6
7	Highlight the importance of the creative human being in the university	4.4	0.00	4	163.4
8	Developing the learning process is accomplished by meeting the requirements of human resources management	2	0.004	4	15.2

The value of each square is 60.56 and the probability value 0.00, which is less than the significant value 0.05, means the acceptance of the sample for the expression. The computational mean of the respondents' answers is 3.20, which is less than the mean (3) The respondents support the phrase. This means that the sampled sample is looking to implement the talent management system. This is due to the fact that today is the era of specialization (Sultan, 2003). Due to the emergence of competition, technological development and the information revolution, Organizations need to design effective programs to attract talent, develop their capabilities and improve their performance. (Abbas, 2011)

(2) We find that the Chi square is 61.00 and the probability value is 0.00, which is less than the mean value 0.05 which means the acceptance of the sample statement and the mean of the answers of the respondents is 4.83 which is greater than the satisfactory mean (3) Focusing on internal talent management gives more effort to retain and develop them rather than external sources of access to new talent (Sims, 2009)

The above table shows number (3) the value of the square kai is 59.00 and the probability value 0.00, which is less than the mean value 0.05 mean the acceptance of the sample for the expression and the mean of the answers of the respondents is 3 which is greater than the mean (3) and thus the respondents agree with the phrase. Emphasis is placed on the management of internal talent that exerts more efforts to retain and develop them rather than external sources of new talent. (Sims, 2009).

The table above shows that the value of ki square is 38.3 and the probability value 0.00, which is less than the mean value 0.05, means the acceptance of the sample, and the mean of the respondents' answers is 4.38, which is grater than the mean. "Phrase" Thus, respondents agree with the phrase. Where talent is involved in strategic planning processes to achieve competitive advantage, and to provide the learning and knowledge necessary for management in today's world. "(Al-Khazami, 2003)

The table above shows that the square kay value of the expression (5) is 15.40 and the probability value is 0.00, which is less than the mean value 0.05, is the sample acceptance of the expression. The arithmetic mean of the responses of the respondents is 4.74, which is greater than the mean medium 3 and the respondents agree with this statement. As emphasized by the following (Langenegger & others, 2010) and his study.

Statement (5) Table (4) indicate that Chi square values are 38.3 and the probability value is 0.00, which is less than the mean value 0.05 mean the sample acceptance of the expression, and the arithmetic mean of the

answers of the respondents is 4.74 which is greater than the mean medium (3) The respondents support the content of the statement. The functional structure is one of the organizational structures that define and divide the work and responsibilities among employees and explains the way they communicate. The job structure also shows the hierarchy of managers or business officials in the organization. The organizational structure regulates relationships within the organization. The functional structure with other resources, etc. to create a suitable and integrated environment to absorb and nurture talents and develop their creative and innovative abilities, and provide them with a key factor in achieving the goals of talent management

4. Conclusion

Based on the analysis of the results and the hypothesis test, the researcher reached a set of results that can be summed up as follows:

1. Northern Border University is committed to its strategic plan, especially the management and development of talent.
2. The academic leaders are aware of the importance of the presence of talented people as a renewed element and creative innovator.
3. Northern Border University has an organizational form that takes care of the requirements of the talent management system.
4. The university is trying to build tools and means to strengthen its talent management system.
5. There is a statistically significant link between the correlation and compatibility of talent management and the human resource management strategy at Northern Border University significance level (0.05).
6. There is a statistically significant influence of talent management on the strategy of human resources management at Northern Border University significance level (0.05).
7. There is a statistically significant effect of the assessment of talent on the achievement of the objectives of the strategy of human resources management at Northern Border University significance level (0.05)

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