

Investigation the impact of talent management strategies on organizational effectiveness in education

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Abstract: In today's world, organizations have found that talent management resources that are needed to achieve the best results. According to the Talent can, dynamic organization towards sustainable development and continuous lead in the field of human resources. Organizations need talent to solve the crisis, his gaze focused on succession planning and talent strategy employed within the organization built on identifying, developing existing talent focus. The aim of this study was to determine the relationship between talent management and organizational effectiveness among employees of Hamedan city that is descriptive and correlational research method. The population of this study included all administrative employees of the city of Hamedan Education and sample research staff to 209 people are an area. According to sample size table of Morgan and Krejcie were selected randomly. To collect data from two surveys of self-made talent management of Maricopa definition-based and organizational effectiveness Hersey and Blanchard with 0.82 and 0.78 reliability was used. To analyze the data, descriptive statistics of mean, standard deviation and inferential statistics Pearson's correlation coefficient was used. The results showed that the relationship between talent management and organizational effectiveness there is a significant dimensions.

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1. Introduction

The main goal of any organization to achieve the highest possible level of productivity or efficiency is optimal. Without a doubt one of the most skilled manpower and efficient tool to achieve the goals of the organization; Given their important role in increasing productivity and reducing the organization, meaning that if agencies have the most money and the best technology facilities; But no productive and motivated manpower is not reached your goal [1].

We find with a little deliberation, the ultimate goal of the duties and responsibilities of education and training, human needs, developing talents and finally the person happy in life [2]. All public and private organizations for the development, growth and sustainability in today's competitive arena talented and high-potential employees need. A review of the research staff of human resource management and performance evaluation results indicate a direct relationship with the organizational effectiveness of their human resources [3] [4] [5] [6] [7].

Identify key jobs, potential successors and skill gaps, as well as the implementation of a comprehensive and integrated approach in order to identify and develop talents within the organization, helping to improve organizational effectiveness, efficiency, and succession planning and motivating people will be able [8].

According to the Idealist philosophers Plato and

some knowledge, awareness and training, the development of talent and deserve the role and responsibility in society and should be based on the type of training and talent, those responsibilities were put in. In this case, the management of idealistic, based on experience, knowledge, mental skills, and power of thought, education and upbringing of talented people, a kind of meritocracy [9].

Talent management focused on how people are and grow the organization [10].

Organizational effectiveness destination that all the organizational efforts made to achieve it. The opinions and writings in this context, suggests that the effectiveness of multidimensional phenomenon, including the achievement of goals, maintain system integrity and unity of components, ability to adapt and make changes with one or two not it can be measured and in this regard, managers are faced with many problems [11].

Effectiveness, willingly or unwillingly is the goal. Mirkamali (1996) [12] in terms of their effectiveness in achieving the objectives described and said: The order of effectiveness and efficiency, achieving the needs of individual and organizational goals and objectives and is associated with an individual and organizational satisfaction.

The organization's success largely to the spirit, effort, motivation and talent of course depends on their human resources. In other words, efficiency and

effectiveness of organizations tied to the efficiency and effectiveness of their human resources and direct dependence [13]. Of course, if the decision-makers of educational organizations including education, their efforts in the field of capture, explore and evaluate, develop and retain talent training and carry out effective educational system can be realized in the future of an organization and not so distant hope.

Since the talent management process in relation to human resources organization and it affects; thus, this study examines the relationship between talent management and organizational effectiveness in education and its dimensions city of Hamedan.

Research literature

Most modern organizations for reasons such as failure to attract new talent, lack of talent retention, increased rates of staff turnover and poor human resource strategies face a talent crisis. A recent study of 40 global companies have shown that they are all faced with the problem of lack of talent management strategy, resulting in a shortage of talent to fill strategic business organization [14].

The word talent was invented in 1997 by McKenzie. Talent management process that still emerge from time to travel the path of evolution. Becoming aware of the fact that the leaders of the talents and abilities of their staff who will lead their business to success; Company went on to act in the field of talent management and strive to maintain their high-potential employees. In addition to the cases mentioned above, the term "war for talent" for the first time McKenzie raised by the company and was common in the literature on talent management. McKenzie in the study, it was observed that organizations that attract, develop and keep talented managers are more successful, the more their profitability. That is why, changed attitudes to people with a talent for organization and to be seen to see a source of competitive advantage. Despite the fame and recognition of talent management, as well as some of the approaches in the field of human resources management, yet a precise definition and integration of talent and talent management by experts in human resources have been presented.

Due to the lack of a comprehensive definition of gifted and talented management, some experts have definitions of those two terms given below are some of them.

Definition of Talent

In talent management, the organization of what people consider as a talented, is very important. Definition of talent is difficult because each organization has its own attitude and opinion in this area and it is not common and global definition (CIPD) [15]. Talented set of human capabilities, including the skills, knowledge and capacity for growth and

development (Mitchell et al., 2008). Strategic forces set of specialized resources and potentials, perfect, rare and inimitable that creates competitive advantage for the organization (Tall, 2014).

Helen and Axelrod, whose book "talent wars" wrote; the talent of a defined set of abilities and definitive solution to the war for talent and talent introduced; based on this definition, talent, including concepts such as personality, skills, knowledge, intelligence, judgment, experience, abilities, attitudes, instincts and the ability to learn. The talent of the three pillars of skills, capabilities and opportunities is formed. Skills, ability to work efficiently as a result of learning or training. Feature, for or doing something innate ability to use skills in special situations and opportunities, talent manifest itself in need of a chance [16].

The definition of talent management

Talent management as a system for identifying, hiring, training, promotion and maintenance of talented individuals with the purpose of optimizing organizational capacity to achieve defined business outcomes. According to the definition given talent management and employee life cycle as a model for integrating the most important development processes of human resources, we can find that discussion in all processes related to talent management and deployment cycle is extended: 1. Selection and Placement, 2. Management Learning and Education, 3. Performance management, 4. compensation system, 5. Pay for performance, 6. Succession. Alian Taabady (2009) [17]. Talent management, including talent identification, development, education and optimal use of talents in three layers of individual, organizational and societal knows. Talent Management Talent management or invest in staff development, identifying alternative and emerging talent within the organization and define them for various leadership roles.

On the basis of the study is nearly complete definition, including the maturity of outstanding talent which generally competencies, knowledge, skills and ability to attract called and consists of four dimensions, assessment and discovery, development, and training and retaining talent.

Today, talent management represents a paradigm shift from traditional to new human resource management is human resource management, given that include corporate elite. Today, talent management as a secret weapon in the global war on talent to consider [18].

The main objectives of the Talent Management:

- 1) Identify gaps in competence development and management posts
- 2) Maintenance of key specialists
- 3) Identify risk management vacancies

4) Explain the organization's strategic plan with a list of its needs in the areas of usability and human skills

5) The stipulation of the status quo in terms of capabilities and skills and to find deficiencies and needs

6) Measuring and monitoring of existing capabilities and distance to the desired capabilities and skills through education strategies and programs.

7) Identify, develop and maintain high-potential individuals.

8) Seeking to reduce the cost of external force.

9) Measures to deal with the challenge of management development [19].

Various models presented by experts in talent management literature is due to the organizational culture dimensions are different components. According to the definition given talent management and employee life cycle as a model for integration, the most important human resource development processes, we can see that in all processes related to talent management issues and accelerate deployment cycles [20].



Staff and talent management life cycle. [20].

1) Selection and Placement: Select the new stage is to accept or reject requests from clients and applicants for employment, as the most qualified, the best and brightest of elected and appointed. 2) Learning management and training: the need for organizational learning, is well proven in organizations, especially educational organizations. 3) Performance management: the study of literature to organizations that apply the performance management programs, as mentioned organizations with superior performance. In fact, effective performance management as a key lever of change, to increase individual and team achievements are mentioned. 4) Compensation systems: today, human resource experts say that the most important concern is the conditions in which payment is to increase the motivational employees. 5) Succession: the talent to solve the crisis, his gaze

focused on succession within the organization and have adopted strategies that focus on developing existing talents. Historically, the most successful organizations in the implementation, those that have done their employees on long-term investment. [14]

Management scholars, factors to consider are achieving organizational effectiveness. Taylor (1878) Effectiveness through factors such as maximizing production, minimizing costs and the use of very desirable benefits can be achieved knew. Fayol (1925) Effectiveness of the result of the exercise of power and discipline within the organization is transparent (Najaf Beigi, 2000) Cameron effectiveness of the organization in which the desired status, resources and can be used to a limited extent raised the target or targets to be achieved according to defined criteria [18].

Robbins according to some sources, literature and research in line with child looks at confirmation, suggest that organizational effectiveness should instead be considered as a point, actually appears to be a domain is taken into account.

Research background:

Talent management process that emerged in the 1990s and is still evolving. It's about talent management and organizational effectiveness research has been done in the country. So the studies and research abroad consider:

The results of the Modali (2008) as "the effectiveness of talent management in India" showed that in areas related to talent management, index components such competent and talented manpower recruitment, competency management, leadership development and assessment, performance management, succession planning and compensation talented individuals significantly related to the effectiveness and efficiency of the organization. Fapouhanda (2014) in a study entitled "The increase organizational effectiveness through better management talent" came to the conclusion that competency-based recruitment, to fill gaps and future of the organization and improve the flexibility and responsiveness of the organization, necessary and effective. It also noted that this category is directly related to increased production and revenues, innovation, efficiency, quality, customer satisfaction, market value, employee loyalty and commitment.

Taj al-Din and Maali Tafti (2008) [20] in their study found that talent management processes and appropriate tools to support and empower managers to be made. In this way, they find that their employees what they should expect, which is leading to an improved working relationship. As a result, organizations with investments in talent management on the one hand, is a high rate of return on investment and on the other hand, will be a collection of diverse

talents within the organization. In such circumstances the advantage of the agile organization, motivated and satisfied benefit.

Spector (2008) [21]. In his research came to the conclusion that the human resources programs should be given to the needs of the organization and the needs of the organization. He believes that an organization should be to maintain the health and productivity of individuals and human resources required to meet regularly and to their needs, take heed of. After careful planning needed to attract the right people according to their needs, which in turn causes their satisfaction with the organization, one of the requirements of the organization.

Guy et al. (2009) in his research concluded that increasing customer satisfaction and talented employees including management advantages. Hassanpour (1998) to study the relationship between managers' leadership style and effectiveness of school. Studies found that between leadership style and effectiveness of these schools there is no significant relationship.

Vaezi and colleagues (2009) investigate the relationship between the components of organizational effectiveness have been training managers' behavior.

Table 1. Inventory of talent management

Dimension	Questions
Talent	1-8
Evaluate and discover talents	9-13
Development and training talents	14-21
Retain talent	22-30

B. Organizational Effectiveness Inventory

This questionnaire is designed according to Hersey and Blanchard and has 25 questions and is at the level Likert. The size and number of questions for each component in Table 1 is specified. (Reliability 0.78).

Table 2. Inventory of School Effectiveness

Dimension	Questions
Human relationships assessment	1, 2, 3, 4, 5, 23
Decision making	6, 7, 8, 25
taking part	9, 10, 11, 12, 22
connections	13, 14, 15, 16, 17, 24
	18, 19, 20, 21

Research findings

Descriptive Statistics

The results of the education level of the sample, showed that the percentage of bachelors 54.9, 19.1 percent have an associate's degree, 16.6% of MA diploma and 9.3%, respectively. The results of the age distribution of respondents indicated that 1% of

The relationship between the components of successful behavior-oriented, supportive and participatory behavior has no relationship with organizational effectiveness and organizational effectiveness is imperative and orbital position. Participatory behavior of managers with respect to the compliance, consistency, unity and integrity of the organization were linked. Also, a significant relationship between sex education managers with no organizational effectiveness.

Methodology

This study was descriptive, correlational and field have been implemented. The population of this study included all administrative employees of the city of Hamedan Education and sample research staff to 209 people are an area. According to sample size table of Morgan and Krejcie, were selected randomly.

Research Tools

a. Talent Management Questionnaire

This questionnaire of 30 questions based on various studies, literature and partly based on the definition of Maricopa (2010) was designed by the researcher. The size and number of questions for each component in Table 1 is specified. (Reliability 0.82).

respondent's statistical population, between 25 and 30 years of age; while 3.7 percent of respondents between 30 and 35 years and 24 percent of them are between 35 and 40 years old. The 34.4 percent of the members of the statistical community, between 40 and 45 years and 3.8 percent of them between 45 and 50 years old. People between 50 and 55 years, 3.7% and 13.5% of those between 55 and 60 years and those between 60 and 65 years are 2.4% of respondents. In Table 3, the mean, standard deviation and the number of observations separately for each component of the independent and dependent variables specified. The parameters related to independent variable, activities related to retain talent has the highest average (4.0350) and the decision is the lowest average (3.6412).

Table 3. Descriptive statistics of variables

Variables	Average	Standard deviation
Talent	4.0247	0.611
Evaluate and discover talents	4.0350	0.513
Development and training talents	4.3047	0.565
Retain talent	4.3351	0.558
Human relationships assessment	4.3036	0.570
Decision making	4.3192	0.492
taking part	3.6412	0.595
Communications	4.2014	0.584
	4.3341	0.556

Inferential statistics

In this research, the following questions have been done. Is it between talent management and organizational effectiveness in management education

component city of Hamadan there? To investigate this question of the Pearson correlation coefficient results are reported in Table 4.

Table 4. The correlation between talent management and its components and organizational effectiveness

Talent management and its components	Correlation with organizational effectiveness	Significance level
talent management	0.56	0.00001
Attract talent	0.5	0.00001
Evaluate and discover talents	0.45	0.00001
Development and training talents	0.51	0.00001
Retain talent	0.5	0.00001

As you can see, the correlation between talent management and organizational effectiveness equal to 0.56 is obtained at a significance level of $P < 0.0001$ is significant. That is a direct relationship between talent management and organizational effectiveness in management education is the city of Hamadan.

Discussion and conclusion

The results show that the effect on organizational effectiveness, talent management activities quartet management education in Hamadan city. The results reveal a positive relationship between activities to attract, evaluate and explore, develop and retain talent training and organizational effectiveness.

Due to the fact that a person with talent, a combination of knowledge, skill, ability and the necessary commitment to move towards the realization of its goals (Olarish, 2005) And according to this definition is that talented people are the ones who on a regular basis and triumphs of exceptional ability in a wide range of activities and within an area of specialization and technical status or show (Iles et al., 2009); It can be through talent management strategies, increased effectiveness in the organization.

In line with these findings, results can be modal (2008) and Fapvhandu (2014) pointed out. Therefore, training organizations can be effective to attract the elite and talented people in various occupations, such actions as creating brand and shaping good minds of geniuses and talented people in society and, in particular, the application of the system of recruitment and promotion within the organization, apply proper working hours, considering adequate salary, provision of employment contracts with high security and recreational facilities on their agenda.

Managing talent in the organization, will be extremely difficult. To be able to face the challenges of education and appropriate skills to properly manage; in the first step, should the organization the ability to recognize talent when recruiting, selecting and hiring exist, so that local talents to accumulate in the education and training of talents for other organizations.

It seems that, in this process, the role of culture as a strategic university whose primary mission is to provide the required skilled manpower and committed education is a key and fundamental. Identify and attract talented manpower, with some precision, through the recruitment and training of national test scores and college graduates, by the university, is possible. Upgrading and professional development of teachers and workers in education is also one of the strategic functions of educators across the country with 98 campuses and centers of higher education. In the second step should be identifying, developing talents. Talent must be considered in the development of successor programs; requirements for the development of the assessment, leadership and policy development talent is also in line with the diagnosis. In the third step, developed talents should be stored, managed employee performance; rewarding and considered retirement for employees. In the fourth step, talent retention should be evaluated in this step is to be adjusted so talented employees; development of policies, plans and actions to be evaluated. The process for system and turns in the education organization should be established to deal with future challenges easier.

Practical suggestions

1) It is suggested for people to enter education recruitment and selection, based on merit, ability, talented and practical tests and simulated employment, as well as assessment centers and structured interviews to be done.

2) It is recommended that the Department of Education and schools to keep their labor in 360-degree feedback and performance evaluation especially to take advantage of performance-based.

3) Development of human talent and resources an important part of the learning organization will be moving towards the creation of an organization; Therefore, it is recommended that organizations and schools to consider individual and educational development programs.

4) School principals and officials in

administrative units, potential and talents be considered.

5) Special working group to formulate alternative plans of their career planning and development issues, the Department of Human Resources have formed and meeting every month.

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