

Systemic Model of Talent Management in Azad University: Design and Explanation (A Case-Study in Ten Prestigious Units of the Islamic Azad University)

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Abstract: There is no doubt about importance of talent and managing them effectively. Talent management is the last wave of human resource. Identifying and maintaining talent is one of the most important issues in Islamic Azad University. This research seeks to explore a systemic model of talent management in Islamic Azad University. In this way, the expert's opinions of 10 superior Islamic azad university have been collected using Delphi method. The model input and outputs have been identified. Then, based on earned opinions two additional elements as outputs including organizational and individual excellence have been added to primary talent management systemic model.

Key words: Talent management, systemic model, productivity and excellence

INTRODUCTION

As yet, it has occurred many times that the high-echelon employees of organization seek to leave their position and look for better new jobs in other organs. In contrast, management mainly aims to utilize facilities and resources of organization including workforce, material, energy and information in an effective optimal manner. In the meantime, the workforce productivity is so important that it is not only an organizational resource but the factor which applies other elements. Admittedly, a productive workforce could efficiently operate the other resources and lead to the productivity of the whole organization. Nonetheless, the specialists of management and organization have so long been engaged in the workforce productivity as a question. Meanwhile, talent management in organization is required in tandem with the rise of workforce productivity. As revealed by studies, the process of talent management, still being developed, emerged in 1990. "Talent war" was first coined by McKinsey and Company. In an examination by McKinsey, it was indicated that the organizations which further succeed in recruitment, development and maintenance of talented managers, earn bigger profit in markets. This changed the approach of managers toward talent management as a source for acquisition of competitive advantage. By two reasons, talent management is highly significant: talent management, if implemented efficiently, could successfully explore and maintain talents and it prepares talented employees for key positions in the future which now is recognized as succession planning and calls the attention of many

organizations. By and large, talent management is recognized as the latest wave in human resources management.

Researchers consider varied elements for talent management. Ahmadi divided the process of talent management into recruitment, analysis, exploration, development and maintenance. In the same vein, Askari *et al.* (2012) reckon performance management, development, environment and culture, communication, reward and appreciation as the five elements of talent management. In 2009, Phillips and Roper developed a model for Real Estate which includes recruitment, selection, engagement, development and maintenance. As seen, there exist diverse elements for talent management, accordingly, the present study seeks to recognize and confirm the possible inputs of talent management process and then introduce the possible outputs in such a way to clarify how each input could lead to the selected output.

Statement of the problem: Vacantness and leaving position particularly in the key jobs could seriously hamper the operation of an organization. Accordingly, to inhibit the dysfunction, many organizations have turned to talent management to develop competent workforce for key positions (Rothwell, 2005). Actually, key positions are the posts which are difficult to be filled by individuals and less depend on individual. As well, such positions play a key role in guaranteeing the future of organization (Conger and Fulmer, 2003). This process is explained in several stages. First, the outlook of organization's need to senior managers takes shape upon planning. Then, it is examined which one of the employees could perform

better than others in case of vacantness in key positions. In the final stage, the organization plans to prepare the candidates to acquire the required capability and characteristics in line with the organization purposes. Therefore, managers have to recognize the human talents in their organization to fill key positions and develop them through diverse trainings and therefore manage talents (Huang, 2001).

As the outputs of education and research organizations are applied as inputs of other organizations, institutions, companies and industries, the process of talent management bears high importance to some national organizations and institutions like the Islamic Azad University particularly due to specialty in work and shortage of specialized forces in market and the external environment of organization. In a research organization like the Islamic Azad University, although exists no place for business and industrial competition, there is competition for employment and maintenance of talented managers and developing skills (Bidmeshki *et al.*, 2014). Meanwhile, the exit of personnel from various organizational levels is inevitable due to resignation, retirement, promotion and death; if not preplanned systematically, the organization either faces vacantness in key positions or fills the key positions with persons lacking enough talent. Therefore, the necessity of a coherent program for succession of individuals in key positions and seeking talented personnel in research organizations such as the Islamic Azad University is highly felt in regard with the present conditions. Hence, the present study seeks to propose a model for talent management in the mentioned educational organization.

Significance of the study: At the present, the managerial requirements of the emerging organizational graph on the one side and the rise of age pyramid of managers on the other side, makes the renovation of management structure inevitable more than ever. In addition, the following elements make clear the significance and necessity of talent management and then succession planning in the organization structure (Khalvandi and Abaspoor, 2013; Rothwell, 2005):

- Level-out of organizational pyramid and need to more aware managers in line with expansion of supervision
- The necessity to fill the organizational positions with competence assessment and assurance of their commitment in order to maintain the talented human resources by strategic talent management
- Retirement of a big number of managers

- The organization performance to be based upon the service of competent employees, the right time of assignment and filling the suitable positions
- Traditional approach to management and the necessity of transition to modern lookout
- Unreliable selection of competent candidates in emergency
- The possible selection of incompetent candidates for key positions
- The necessity of acquiring competitive advantage to recruit talents
- Non-existence of a systematic succession planning
- The impacts of wrong decisions on appointments to key positions (high costs and backwardness in competitive advantage)
- Downsizing organizations
- Fundamental changes in organizational structure
- Leaving the service by talented personnel, the necessity for maintaining them and creating motivation through promotion in organization
- Sustainability and capacity of organization
- Variety in workforce
- Old age of workforce and retirement of senior personnel
- Motive for investment in the capability required by organization and decrease of costly faults after filling the positions
- Self-management of career
- Deficit of budget and optimal allocation upon developmental methods
- Pace of work enforcement in today's world

The possibility of the aforesaid cases in the Islamic Azad University and any other national organization by far highlights the significance of the current study. Perhaps, it could be said, to find a way out of the problem, there exist two solutions: first, to employ manager from the external environment of organization; second, to fill in key positions from the internal environment. The potential internal talents reject the first one and focus on the latter. The progressive organizations indeed focus their look on internal environment and therefore adopt succession planning strategies (Kim, 2010).

Accordingly, this study is conducted in line with filling the vacancies. Lopes *et al.* (2015) proposed a new approach for talent management in legal agencies including the average of performance assessment. They dealt with 61 barristers at law in Portugal as the population and in order to make a comparison between and among analysis centers and ranks of performance

analysis, they applied t-test and Pearson correlation. The study revealed that the analysis centers perform well in prediction.

Kontoghiorghes (2015) examined the relation between the organization culture of high performance with talent management in regard with the moderating role of satisfaction, motivation and organizational commitment. The data were collected in two organizations from two different industries in two non-similar countries and to analyse the study, he applied the Structural Equation Modeling as a method. The outcome of the research indicated that strategic integrity and organization culture of high performance bear a considerable impact on recruitment and operation of talent management.

Karatop *et al.* (2015) examined talent management in production system through Fuzzy Logic. They aimed to develop a model to examine the competence of personnel and utilize the data to reach an optimal level in regard with the feelings, mind capability and experience of employees. Phillips and Roper (2009) also devised a model for Real Estate industry the elements of which included recruitment, selection, engagement, development and maintenance of employees. In the core of the model, existed the key values of organization. The elements were connected to each other through the sustainable process of strategy, implementation and assessment. The talent management stems from the core of this model.

Ziaei *et al.* (2014) examined the success factors of succession planning in private sector. The results of Exploratory Factor-Analysis and Structural Equation Modeling revealed that the seven elements as organizational structure, senior management support, systematic approach, policy, organization culture, desire and motive of personnel and confidence could be introduced as success factors in succession planning by which the measurement of succession planning could be possible.

Khalvandi and Abaspoor (2013), in their seminal paper, namely "Designing an Optimization Model for Talent Management Process; the case-study of Pars Gas and Petroleum Company" delivered the results of qualitative content analysis of interviews in talent development as 12 rubrics including: company's utilization of developed personnel, development versus recruitment of talented workforce, needs assessment of the plans required for talent development, performance analysis and talent development, planning development of career, current plans for talent development, kinds of development schedules, individual-job needs in development plans, considerable skills in development plans, participants in leader development plans, analysis methods for plans of talent development and advices of

experts on plans for talent development. As well, the assessment of talent was conducted in relation to 7 issues including: method of assessment, adaptation of talent with the assigned job, assessment of technical jobs, assessment of supervisory jobs, assessment of management jobs, impact of customer-beneficiary analysis on assessment of talents and assessment of investment return in talents.

In the same vein, Husseini (2010) in his seminal paper, "The Role of Talent Management in Procurement and Maintenance of Skillful Human Resources", aimed to understand and examine the relation between talent management and decrease of leaving organization by talented personnel, job security, non-vacancy of key positions and other variables. Having examined and reviewed the related literature on talent management, he introduced four elements as the repercussions of talent management. Having done so, he devised a questionnaire to examine the impact of talent management on its repercussions in a sample of 154 persons out of the managing directors in public organizations and followed to determine the significance of the repercussions in public organizations. The outcome of the study suggests that creating a pool of talents, reduction of leaving organization and filling key positions are the utmost prominent results of talent management in organization. As well, Rezaeian and Sultani, in their paper namely "Talent Management for Improvement of Individual Performance in Petroleum Industry: Introduction of a Systemic Integrated Model", indicated that talent management affects individual performance in multifaceted directions.

MATERIALS AND METHODS

In regard with purpose, the current study is an applied one; methodologically, it is a field or survey the population of which comprises faculty members of 10 prestigious units of the Islamic Azad University who specialize in human resources. The eight ones of the units include: Research and Science, Mashhad, Tabriz, Karaj, Qazvin, Isfahan, Arak and North Tehran. Out of the full-time faculty members, 52 specialize in human resources of whom 10 persons (preferably group managers and higher-ranking lecturers possessing prolific career) are selected upon Delphi Technique to determine the final inputs and outputs.

Following, the sample for the population (52) hits 44; therefore, it could be reliably said that a 45-sample comes out for the population of 52. The sampling is indeed conducted upon a combination of objective and census methods. When the input and output elements

are finalized upon expert panel, the output and input constituents are confirmed through Wilcoxon signed-rank test. At this stage, two outputs namely individual excellence and organization excellence are added to the constituents of Table 1. Lastly, the

elements are confirmed and finalized by experts. To confirm the reliability, the questionnaire is delivered to the sample which all items are upheld.

Table 1 list the primary inputs and outputs of systemic talent management (Fig. 1 and 2).

Table 1: Primary input and output variables to determine the talent management system

Variables	Systemic role	Research role	Operational definition
Organization strategy	Input	Independent	Strategy of competitive advantage retention; resource-based viewpoint; output-based strategy; strategy of talent pool
Talent conflict management	Input	Independent	Identifying specific talents; sequencing specific talents; resolving the problems of specific talents
Competence-based system	Input	Independent	Identifying competent individuals; optimal use of competent individuals; putting competent individuals in priority
Organization culture	Input	Independent	The degree of supporting talents; the degree of tendency to innovation
Succession planning	Input	Independent	Predicting organization management-supervision needs; Identifying management-supervision candidates; preparing organization management-supervision candidates; meeting future needs of management
Management support	Input	Independent	Degree of management tendency to identifying talents; degree of management tendency to utilization of talents; degree of management tendency to retention of talents
Strategic human resources management	Input	Independent	Knowledge management; organizational learning; psychiatric empowerment
Regulation	Input	Independent	The regulation affecting talent management
Recruitment and identification of talents	Processor	Independent	Designing mechanisms for further recruitment of talents; attempt to select the best talents; recruitment of specific talents; identifying talents; talent assessment
Talent selection	Processor	Independent	Selection of the best talents
Talent development and utilization	Processor	Independent	Attempt to promote talents; attempt to apply the best talents; holding training courses for talents; designing a compensation system in tandem with talents; succession planning
Talent maintenance	Processor	Independent	Attempt to maintain talents; attempt to prevent talent separation; attempt to meet talent demands; designing mechanism for talent retention
Individual productivity improvement	Output	Dependent	Degree of ability (feeling job success and training course); perception of work and purposes; organization support (spiritual and financial); motivation (cash or non-cash like affability to subordinates, welcoming creativity and promotion opportunities); feedback (performance awareness); validity (taking fair-morale decisions, appointment upon competence and regulation); adaptability (impact of competitive condition on performance)
Individual puberty	Output	Dependent	Ability to accept high responsibilities; ability to accept varied responsibilities
Workforce agility	Output	Dependent	Satisfaction with individual work; satisfaction with individual promotion; Satisfaction with organizational promotion; satisfaction with superior; satisfaction with individual rights
Affective commitment	Output	Dependent	Affective tendency to stay in organization
Perceived justice	Output	Dependent	Feeling fair behavior by individuals in relation to gift delivery system; Feeling the justice transferred from manager to the inferior; behaviors which cause dissatisfaction
Competitive advantage acquisition	Output	Dependent	Having better factual talents in comparison with rivals; ability to render more distinctive services in comparison with rivals
Adaptability to global changes	Output	Dependent	Movement in tandem with global changes; flexibility for adaptability to global changes
Rise of beneficiary satisfaction	Output	Dependent	Rise of lecturer and faculty member satisfaction; rise of employee and student satisfaction; rise of social satisfaction; rise of satisfaction for board of trustees and capitalists; rise of satisfaction in public and private organizations
Organization productivity improvement	Output	Dependent	Increase in outputs; reduction in resource consumption

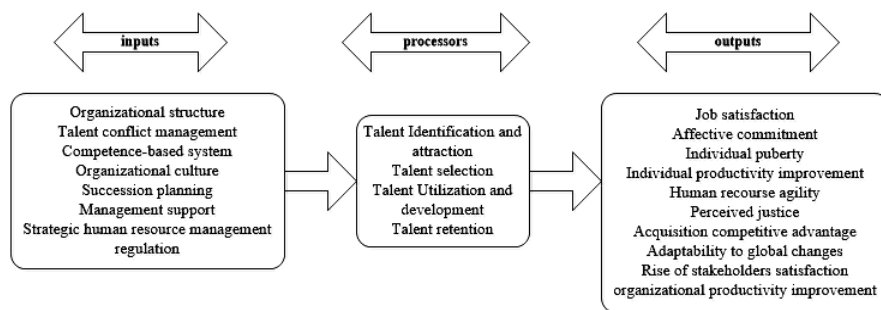


Fig. 1: The primary systemic model

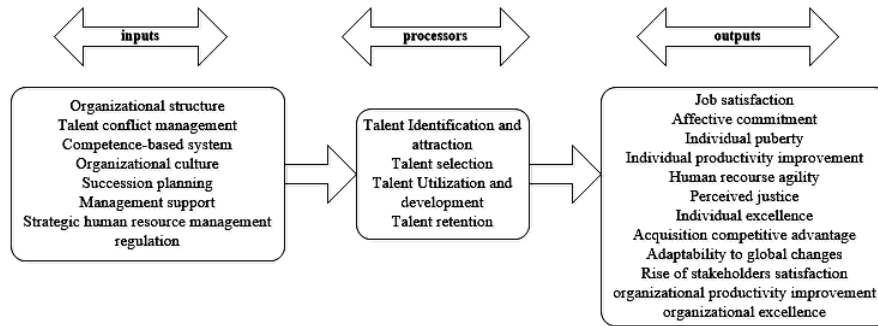


Fig. 2: The revised systemic model

RESULTS AND DISCUSSION

As demonstrated, the input variables of talent management system include: organization strategy, talent conflict management, competence-based system, organization culture, succession planning, management support, strategic human resources management and regulation.

Accordingly, to settle talent management, the officials of the Islamic Azad University have to develop strategies to support talents, attend competencies, believe in the specific performance of competent individuals, attend competence and regulation rather than favoritism, establish the culture of innovation which requires the identification of the talented and capable personnel, consider succession planning and necessary candidates and then prepare them for key positions, assign the supporting-talent managers and brief them to utilize talents, pay attention to strategic human resources management which includes managing the knowledge of employees and managers; consider organizational learning and other organizations as well as patterns and psychiatric empowerment of individuals. In the final stage, they should consider regulation both internally and externally in such a way to make talent management compulsory and lead the process to individual productivity improvement-puberty, workforce agility, individual satisfaction, affective commitment, perceived justice, competitive advantage acquisition, adaptability to global changes, rise of beneficiary satisfaction, organization productivity improvement and organization-individual excellence that each one of which plays as a key strategic factor.

CONCLUSION

Finally, for approving the reliability of questionnaires Cronbach's alpha has been used and the reliability approved.

RECOMMENDATIONS

Subsequently, researchers are advised to focus on the following for further studies:

- Recognizing and sequencing the obstacles to the systemic model of talent management
- Designing the systemic model of talent management for educational organizations
- Designing an appropriate indigenous succession plan for the Islamic Azad University

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