

Empowerment Strategies and Their Role in Talent Management: Applied Research in the Atomic Energy Commission-Ministry of Science and Technology

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Abstract: The aim of this study is to provide information, both theoretical and practical knowledge for the participants to be used to attract talented people to have their career path developed. The organization can use the outcome of their talent to overcome challenges and obstacles in such a manner that the talent is beneficiary. At the headquarters of the Atomic Energy Authority under the Ministry of Science and Technology in Baghdad, a random sample of 47 officials from the research community was realized in conducting the study from the 78 officials that are given the questionnaire. The dimensions of the independent variables were measured using a tool of study questionnaire. The dimensions for empowerment strategies are informational participation, task forces and discretion while the dimensions for the dependent variable, talent management is recruitment of talent, retention, development and management performance. The results are achieved using advanced statistical technology called SPSS. In support of the participation of all levels of important decision-making and solutions, the study reached a conclusion on the convergence between the strategies of empowerment and dimensions of talent management. It is found that strategic innovative is need to solve the problem in achieving high performance of the workers and the organizational success. The study showed that due to the complexity of routine and structural rigidity hierarchy, there is lack of sufficient degree of discretion of the employees of the organization. To achieve the necessary flexibility in upgrading to the state of innovation in an organization, attracting and developing talent and maintaining and managing its high performance are all required. Particularly, in the adoption of the structure of task forces and information sharing, this requires the development of relevant plans in a harmonious and synergetic manner.

Key words: Synergetic manner, innovation, structural rigidity hierarchy, theoretical, practical, headquarters

INTRODUCTION

The concept of managing talents has attracted much attention which is important in this period where the management of human resources in all its functions and activities no longer meet the required purpose. At different levels of the overall strategies down to the strategies of business units, the future organization cannot implement and reach the safety of the organization with the tasks entrusted to it and its strategies. New quotas are competed and deducted from the labor market with traditional functional management mechanisms by other organizations. Moreover, one of the key factors in guiding the organization in the way of success, efficiency and high performance is the talent management.

In the same vein, talent management involves empowerment for organization by embracing, attracting and providing creative atmosphere for workers, keeping and caring for them without abandoning them to other institutions even when the organization is forced to adopt aggressive recruitment. This process of integration which must be connected to the strategy of the organization and its mission and objectives cannot be achieved through the traditional organization but only by planning for the career development and workforce, absorption through strategies related to the work of the college and leaving on emerging generations. Thus, compatibility between the structures and strategies is achieved through the work of the college strategy.

Certainly, there are sets of distinctive and exceptional organizational methods that require transformation from human resources management to a new position but the most prominent are the empowerment strategies. These are characterized by trust and dealing directly with the challenges and expanding the freedom of workers at various levels by giving them initiative in work and decision making and opportunities. They are also characterized by the continuous improvement of performance that is positively and inevitably reflected on the overall performance of the organization and on the reputation of the organization as a whole. Most of the problems arise from: series of complication and central references, obstacles in the routine and administrative rigidity that transform the talented person into a regular employee thereby undermining the spirit of innovation and creativity. These problems is therefore necessary to be solved as they hinder the success of the ministry's strategy in embracing and adopting talented people especially in the formation of an important form of the Atomic Energy Commission. In order to launch their ideas and attitudes to express views freely and independently, this requires the activation of empowerment strategies to give a wide space for employees.

The talented employees positively reflected on the organization through the accumulation of experience and work in the spirit of the team and benefit from the brainstorming generated by the absorption of talented people in a unified framework for the completion of a fundamental task. Thus, few questions are used to formulate the problem of research which is to improve the employee capacities to attract and benefit from them and the contribution of strategies to enable the success of the task of talent management. The problem is realised surrounding the idea of the reality of talent management in the organization and the extent to which senior management understands the activities and mechanisms of talent management work. In another vein, freedom of action, the extent of adoption of the task forces and participation in information at all levels are all required.

Therefore, this study aimed to provide information both in practical and theoretical manner to its users in talent management and to attract talented people in developing their career path. In a way of benefiting from talent, the results of this study can benefit the institution in overcoming all that would be a challenge or obstacle. As measured by Blanchard *et al.* (1996), the three dimensions are used to measure empowerment strategies as the independent variable. According to Chuai *et al.* (2008) the dimensions based on the results are recruitment, development, retention and talent performance management.

Literature review

Empowerment strategies: According to Johnson and Thurston (1997) in the study titled "Empowerment Using the Empowerment strategy Grid" the study aimed to developing the use of the empowerment strategy network to benefit and empower the business and adopt the self-managed teams. An exploratory survey is conducted on the US multinational companies based on the presentation of a practical case for GE. The study finally concluded by developing a default model referred to as the empowerment strategy network which acts a support on the integration of the empowerment elements in the company and the likes as an administrative tool. In comparison to the last 5 years, the productivity of the company increased by 110%. The popularity of the product by customers declined by 35% in the product cycle, 90% decline in cost and 75% decline in the compensation of the employees.

Furthermore, Lashley (1999) studied "Empowerment in services: a framework for analysis". This is an empirical study which aimed to achieve the assumption that innovations and initiatives for employees are realized through empowerment in the service sector. Some fast food restaurants that are similar in their activities and service specialties have applied the same method depending on standard team-work. The two forms of empowerment which emerged are interdependence which is connected with philosophy, motivation and management style of the workers. Also, this is in addition to the role of empowerment and close to the link between empowerment and improves the quality of service in order to promote the service productivity and minimize the turnover of work.

Moreover, Wyer and Mason (1999) in their study on "Empowerment in small businesses" employed a case study of small businesses in the labor sector in England. The study aimed to outline the risk of considering companies a microcosm of large companies in the application of the empowerment department. In the development and activity, small companies differ quantitatively and qualitatively. Due to their limited size because of the small size, the companies do not show evidence of the success of human resources empowerment plans. Also, the owners of these enterprises directly manage dealing with the customers in relation to greatly empowering the confidence of the owner for the employees to feel safe when granting these powers.

Similarly, Ugboro and Obeng (2000) investigated the top management leadership, employee empowerment, job satisfaction and customer satisfaction in TQM organizations by examining the empirical study of some

companies that adopted and implemented TQM. Survey was conducted on 800 people comprising both senior management and responsible employees in order to implement the fundamental elements of TQM through various sections. In order to test for the relationship between the customer satisfaction during the implementation of TQM operations and the senior management commitment to enable employees to achieve job satisfaction, a questionnaire was prepared. The study found that there is a strong relationship between empowering employees and supporting their strength in the organization. On the other hand, the decision-making process has led the senior management to give power to the staff of the decision-making authority.

In the same vein, Njie *et al.* (2008) conducted a study on top management commitment and empowerment of employees in TQM implementation. The aim of the study is to improve the customer satisfaction through the quality of work and empower the employees that are committed to take responsibility for decision making. Questionnaire is used by the study to collect responses. The study found that there is a strong statistical relationship between the senior management and its leadership role in empowering employees and giving the employees authority and decision-making process to assure customer satisfaction. The organizational climate for staff empowerment is created by the implementation and commitment of TQM. The structure of the surface in which senior management and staff share responsibility is used for the empowerment offered by TQM processes.

Talent management: Sharma and Bhatnagar (2009) conducted study on talent management competency development: key to global leadership. The aim of the study is to investigate the means of building talent management strategy in accordance with capacity development due to its broad effect on human resources management policy. The pharmaceutical industry organization in India was selected as a case study for the research. The study highlighted the importance of attracting and retaining talented people from the best organization. Reducing talent depletion in job sites task is investigated by higher positions in succession planning to help the organization.

In other words, Horvathova and Durdova (2011) investigated on the talent management and its use in the field of human resources management in the organization of the Czech Republic. The aim of the study is to investigate and redefine the use of talent management in some organizations in the Republic of Czech. From the sample size of 237 organizations, questionnaire was used to collect data while 99 organizations applied for the talent

management programs. The most prominent reasons for the weakness of the application accounted for 3.8% due to the level of interest in the initiative of talent, low knowledge and low rate of financial and human resources available to the organizations concerned. The study concluded that due to wide impact on development, there is need to expand the application of talent management.

Similarly, Sleiderink (2012) evaluated a study titled "Talent management in health care: Identifying and retaining talent at Medisch Spectrum Twente". The study aimed to identify and retain employees in the hospital, Medisch Spectrum Twente hospital (MST) which has about 4,000 employees in various departments. Information on how talent is distinguished and retained is provided in this study through definition and the formulation of a set of criteria related to it such as: initiative and behavior leadership; demonstrating the ability and commitment and how to develop them. Talent is defined by the developing the competency profile, talent testing and 360° feedback. Interviews from the talented MST as done were done in the field in order to see if there is internal or external necessity and improvement to improve the work. The study concluded that it is important to form a common definition, method or criterion in distinguishing talent which confirmed the hypothesis that not all respondents are talented.

Andersen (2013) in other words investigated the strategic talent management in a communicative perspective. The aim of the study is to investigate how horizontal integration can be achieved between the strategies that can be obtained from Grundfos and Siemens. Also, the aim is to benefit from the areas of communication and complement the strategies in order to recognize and experience the talents on the employees. Therefore, the study has developed the theoretical field of talent management and reviewed the discussion and contemporary analysis with its literature on the strategic management of talent in order to test the hypothesis. Emphases are made on two models: established communications and strategic management of human resources.

The use of qualitative interviews and case study were adopted as a basic source of evidence to obtain the information. The benefits of many of the most prominent employer brands are focused on by the Grundfos and Siemens which has had a great benefit from the portal dialogue dialogical approach between organization and talented workers and great impact on attracting talent and retention and development. The organizational and social values and the integration of the company's brand are laid emphasis on with mutual retention with talent.

In other word, Shabane (2017) conducted study on “The integration of talent management and knowledge management in the South African public service”. The aim of the study is to find out whether knowledge management and talent management are complementary and to identify whether they support staff retention in public services in South Africa. By interviews with seven high-level managers and 6 centrally chosen managers and analysing semi-structured individual documents, qualitative information was collected. The findings indicate that according to the behavior of the adhocracy, talent management and knowledge management were applied and that the basis for talent management is the performance management.

Theoretical framework: In accordance with the past studies, Johnson and Thurston (1997) studied the independent variable, empowerment strategies and found a virtual model called the empowerment network as an administrative department. This model supports the integration of empowerment elements in the company and similar firms. In the same view, empowerment can be linked with self-motivation of employees, management style and philosophy and those close connections between improved quality of service and empowerment (Lashley, 1999). Wyer and Mason (1999) conducted a study and found that small enterprises may fail to apply for empowerment and show no evidence of success of empowerment schemes as they are limited in size and are small size of the deal managed directly by the owners.

Similarly, there is a significant relationship between senior management and its leadership role in empowering employees and giving them decision-making power to assure customer satisfaction, also, through a flat structure in which senior management and employees share responsibility, TQM implementation can be achieved (Njie *et al.*, 2008). According to Ugboro and Obeng (2000) there is a significant relationship between empowering workers and supporting their power in the organization. In other word, the decision-making process is only achieved smoothly when senior management has given power to decision makers.

Thus, empowerment strategy and its basic dimensions contribute to the achievement of workers self-motivation and job satisfaction to give them power. Also, organizational authority has positive effect on the efficiency and effectiveness of the organization (Horvathova and Durdova, 2011). Low knowledge of talent management and the level of interest, lack of financial and human resources available to the organizations concerned are the most prominent reasons

for the weak application of talent management. The importance of attracting talented individuals from the best competing organizations is highlighted by the study of Sharma and Bhatnagar (2009).

This helps the organization to reduce talent depletion and to fill top positions in succession planning. Sleidrink (2012) studied the importance of general method, definition and criterion for distinguishing talent. In order to achieve talent retention Andersen (2013) found that employee brands have a great impact on the need for integration between the company’s brand and organizational or social values and attracting, retaining and developing talent. In accordance with the behavior of the adhocracy, talent management and knowledge management were applied, also, performance management is the foundation of talent management.

The strategic importance of talent management is highlighted through attracting, selecting, retaining and developing talented people. This has evinced the study on the adoption of the independent variable, empowerment strategy which is connected with dependent variable, talent management in giving climate support for the employees and confidence and participation in the decision-making process rather than in the institutional and cultural changes necessary to cope with this trend.

The study addresses the importance of the variables and how they contribute to the enrichment of the conceptual framework in the case of knowledge management talent. For many reasons, the Iraqi business environment is a significant drain on the talents and their minds and that is why they constantly migrate to the outside of the border. Some of the reasons are poverty and low level of recognition and knowledge about the management of talent, its elements and dimensions. These are critically important in the social and economic development and success and survival and competitive advantage of an organization.

Empowerment strategy: The revolution of the 1990’s in ICT had great effect on the business environment which emphasizes on the urgent need for greater reliance on human resources that act independently and freely and bear responsibility for action. Collins further discussed the human resources as trend in the first line to have become a new place of Collins where the challenges of the variables can be dealt with directly with their capacity to penetrate the market and develop products.

Furthermore, empowerment is defined as an act that involves increasing the ability of employees to decide and act as it lies in the need for performance workers to make

quick decisions and implement changes especially those at dynamic and lower organizational levels (Robbins *et al.*, 2008).

In other word, empowerment is an extension of the freedom of workers to give them opportunities to make decisions (Geroy *et al.*, 1998). Lashly (1999) stated that empowerment implies the formula to encourage the work of employees in order to meet their customers and adopt the initiative to act. The introduction of TQM is the strategy enabled to improve quality and continuous improvement as it combines worker's efforts (Kinlaw, 1992). The modern environmental conditions due to advanced technologies and intense competition lead to establishment of a high-performance learning organization, the principle of abandoning the central authority of the organization with flexibility and speed direction (Daft, 2001).

The study of Blanchard *et al.* (1996) emphasized on the futuristic behaviour of the front line with the client and then this study highlighted the basic dimensions of the strategy of empowerment from different angles. According to Daft (2001) strategy of empowerment has four dimensions: knowledge sharing, knowledge, strength and reward. In the word of Rafiq and Ahmed (2000), the dimensions of strategy of empowerment are freedom of action, information sharing, reward and knowledge. Therefore, this study adopted three of the dimensions stated by Blanchard *et al.* (1996).

In furtherance, the staffs are made to be more understanding and more committed to decision-making through sharing of explicit information at all levels. Appelbaum *et al.* (1999) added that uncertainty is reduced while broad and deep understanding of the organization's work environment, success, strategy, mission and objectives are contributed. Therefore, efficiency, effectiveness and continuous improvement of processes, products or services to customers are given to the organization's employees (Blanchard *et al.*, 1996).

It is possible to delineate its parameters with specific foundations after the freedom and independence in which values and procedural instructions, the future vision, the objectives of the work, its place and time and how it is carried out are required by the purpose of the work. The key to empowerment is the clarity of the strategic vision as it is the psychological contract that joins employees and management together and governs their commitment to common goals and vision (Horine and Hailey, 1995). Similarly, Wilkinson (1998) stated that autonomy means the initiative to apply tools, means and skills of work within the structure prepared for this by the senior management and in line with the strategic vision.

Autonomy leads to the replacement of the bureaucratic hierarchy in terms of self-managed teams as involved in planning, implementing and managing plans with an ad hoc matrix structure consisting of diverse task forces and disciplines. The basic requirements for empowerment are interaction of human resources and talent development (Blanchard *et al.*, 1999). In order to achieve innovation and sustain success, the resources of the organization are not limited to physical capital only but involve intellectual capital where necessary (Daft, 2001).

Lawson (2000) stated that to sustain the organization in its leadership position to increase its sales and profits, to continue its development and growth and to fully capitalize on the potential of its human resources are the most important goals of empowerment. Therefore, the organization is sustained by practicing activities that are superior in capabilities and meet the needs of customers of goods and services (Ugboro and Obenge, 2000). The access to the state of self-motivation for the organization's employees, their love for work and sense of belongings are the cores of the empowerment strategy (Ivancevich *et al.*, 1997).

Talent management: Dessler (2013) expressed that process of talent management is the core of human resources management as it is purposely developed to integrate elements such as hiring, training, evaluation, selection, career development, compensation and attraction. In the business world, it is a vital factor that leads the organization to success and sustainability.

Torrington *et al.* (2011) mentioned that a class of workers or a group of individuals with strategic capabilities can support the organization to achieve their goals. These individuals can make a difference in organizational performance by achieving high performance or contributing to it (Armstrong, 2006; Slizer *et al.*, 2010). Performance as a result of talent is essential for success and for sustainable competitive advantage. A high level of creativity is also offered (Stewart, 2007). Ashton and Lynne (2005) stated that they are different from those who have high skills in integrated time performance.

Three historical stages evolved from human resources management (Bersin, 2006): personnel management, human resources management and management of talent. Notably, talent management has several key elements such as: the system necessary to clarify the overall approach to change, structure related to the tools and processes related to ensuring the execution of the required work, the collective spirit, positioning from the organization's leadership downwards and focus on

priority tasks. The engine of competitive advantage and quality assurance of products and services is the talent management (Scott and Revis, 2008).

According to Byham *et al.* (2002) from the several definitions and concepts of talent management, they can be defined as a set of activities and human resource management practices of recruitment, career progression and succession planning, selection and development. Creelman (2004) added that these set of activities attract, recruit and retain talented people. Lockwood (2006) stated that it is a strategic system designed to increase production through improved recruitment, selection and skills development to meet the needs of an organization. Uren (2007) reported that they are interrelated and conscious steps used in identifying, attracting, disseminating and developing talent.

Previous studies also conclude that creating an organizational talent manager in order to achieve organizational dynamism and vitality through the practices of talent management requires performance evaluation, development, recruitment, hard work with employees, reward, management and attention (Conger and Fishel, 2007).

The participation of the entire organization is required by the talent management in divisions, employees and all its components with a focus on talent. Human resource is the engine of many operations with a focus on developing employees. Thus, it is only compensation, rewards and penalties without performance management (Cheese *et al.*, 2007).

Three key pillars can be attributed to talent management: developing outstanding talent retention practices to align them with the objectives and strategy of the organization; developing talent pools and identifying critical functions to achieve the organization's sustainable competitive advantage. The concept of Collings and Mellahi (2009) on talent management strategy evidently showed that it is a set of practices and processes that include the identification of key positions that contribute to the achievement of sustainable development and competitive advantage of talent reservoirs with high performance and superior potential to fill these positions in order to ensure commitment and loyalty and with the development of a distinctive building management.

According to Ray *et al.* (2004), the most important achievement of the organization in the application of talent management in addition to developing talent and career path is to increasing production and level of performance of individuals and to support the participation of staff and their alignment with the objectives of the organization. This implies that greater

freedom and independence in the process of making decision and information sharing are achieved in the organic meeting with the strategy of empowerment. Also, one of the main obstacles in the face of the applications of talent management and empowerment strategy is the deterioration of the use of information and communication technology. Notably, there is a mutual agreement among the scholars that the four key dimensions of talent management are recruiting, developing, retaining and performance management which contributes to the integration and coordination in creating dynamics necessary to adapt the strategy of the organization to its competitive advantage (Chuai *et al.*, 2008).

MATERIALS AND METHODS

The exploratory approach is employed from one of the methods of scientific researches as it examines the opinions of the officials of the Atomic Energy headquarters in the Ministry of Science and Technology in order to identify their attitudes in accordance to the scale used. To get the final results, the analytical descriptive method was adopted by analysing the data by statistical means followed by interpretation. The main hypothesis of this study states that: “there is a statistically significant relationship between the dimensions of empowerment strategies (sharing information, teams and discretion) and dimensions of talent management (recruitment, development, retention and performance management). The hypothesis of the research is illustrated in Fig. 1.

Data collection procedure: The main tool in this study for the data collection is the questionnaire in which the five-dimensional Likert scale was used as a measure to provide a good space for the sample to express their opinion without bias or to avoid errors and confusion in determining the accuracy of the answer. The targeted organization is shown on how to answer the questions;

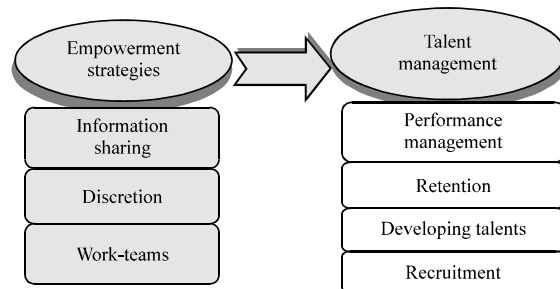


Fig. 1: Hypothesis of the research

the personal and functional information of the sample of the study are revealed in the second part. The two main research variables are the most important part: empowerment strategy is the independent variable with 3 dimensions namely sharing information, teams and discretion according to the study of Blanchard *et al.* (1996) while the dependent variable, talent management has four dimensions such as, recruitment, development, retention and talent performance management using the study of Chuai *et al.* (2008).

Population of the study: The Atomic Energy headquarters was chosen as the population of the study as it appears to be one of the Ministry of Science and Technology, located in Baghdad. The entire population of the respondents are 78 officials. The research encountered a number of difficulties as it was designed to test the entire sample to be a comprehensive inventory sample such as the inability of the researchers to get contact with all the potential respondents. Also, another challenge is to leave the form behind for them to fill as the process was dependent on interview. The form should be explained in full while giving the official time to answer the questions. From the responses of the managers, the figures of the people were 24, 51% while those of the unit's officials were 15 or 32%. Similarly, age of the sample for 36-40, 41-50 and 51-55 were 40, 30 and 17%, respectively.

Almost all the respondents are young in age, thus, there is lack of reliance on young people in the twenties for administrative tasks and the absence of the sixties as the law of the state affirmed that all employees must retire at the age of 63 years. Regarding the education achievement, it was found that the sample which includes the holders of diplomas, bachelor's and master's degrees is a sign of surprise among the researchers. Therefore, the lack of availability of PhD holders must be investigated. The proportion of recipients of the master's degree amounted to 15%, the proportion of recipients of diploma certificate of the sample of the study accounted for 15%, the bachelor's degree accounted for 70%, the percentage number of female is 13 and the social diversity of the number of males was 34. The above results obtained answers to reflect reality as it is a good representation of women in the public office as an official at the important headquarters in the ministry concerned.

The depth of the official knowledge of the job must be answered by the researchers as it was discussed in the years of service in the job position. The proportion of service ranges for more than 5 years at 21%, the category of 2-3 was 9% while the proportion of 3-4 were 45%, 1 to 2 years were 17% and lastly, those who are under the year in office were only 8%.

RESULTS AND DISCUSSION

The results of the statistical analyses conducted on the data collected from department managers at the Atomic Energy headquarters is the most important part of the research reviews using the questionnaire research tool. The review is in form of different parts, the first includes the description and diagnosis of the study's variables using statistical tools mean, coefficient of variation and standard deviation. Also, the result of Pearson correlation is displayed for the main and sub-variables. The final parts includes the test of the main hypothesis which includes set of tools (Simple linear regression which includes the tests of T, F, A, B and R^2) in order to measure effect of variables (Linear regression). After verifying the validity of the scale, its reliability and reliability, the analyses were carried out and the researchers are allowed to use the statistical tools and to produce reliable results as the he data are distributed in a natural distribution.

Descriptive statistics

Analysis of the independent variable (Empowerment strategies): Table 1 presents the dimensions of the independent variable which are the statistical tools and the enabling strategies to analyse the results. The results of the statistics revealed that this variable obtained a weighted average of 3.05 (3). There are three subdivisions namely sharing information, teams and discretion for the variable. The first calculated dimension (information sharing) is closed to the mean arithmetic mean with the value of 3.01, standard deviation of 0.98 and variance coefficient of 0.32. This gives the second dimension a relative rank of important sample among the members. The result showed that there is an acceptable interest in the research sample and there is use of flexible means of communication for dissemination and exchange among them, also, there is interest in providing information to human resources which is available for varying degrees for each administrative level and is constantly updated and stored in databases. The findings revealed that the organization is interested in everything related to availability of information in all human resources except in the need of more attention and the use of advanced information technologies to improve attention.

The working group which is the second dimension has a weighted mathematical mean of 3.12 with a good standard deviation. The result has made the dimension to top the dimensions of the variable. The interests of the sample and its persistence in the response were 0.94 and 0.30, respectively. The result indicates that strengthening of relations with employees and the achievement of

Table 1: Description and diagnosis of the independent variable empowerment strategies

Descriptive statistics	Mean	SD	CV
Human resources information is available to clarify the mission and objectives of the organization	3.06	1.01	0.33
Uses flexible, diverse and developed means of communication and exchange of information	3.04	0.88	0.29
Provides work-related information for all staff at all levels	2.94	1.03	0.35
Information is updated on a daily basis	3.06	0.96	0.31
The information is stored in advanced databases and disseminated and tabulated to make it useful	2.96	1.00	0.34
Information sharing statistics	3.01	0.98	0.32
The workers participating in the formulation and definition of goals	2.96	0.93	0.31
Teams contribute significantly to innovation and renewal	3.04	0.83	0.27
Teams support and document employee relationships	3.15	0.98	0.30
Highly dependent on teams to complete projects and business	3.30	0.91	0.28
Experiences and knowledge are developed based on collective decisions	3.17	1.05	0.33
Teams stats	3.12	0.94	0.30
Employees divide tasks and distribute business	3.15	1.04	0.33
The goals of continuous improvement are laid by the employees	3.00	0.88	0.29
The means of doing business are chosen by the employees	2.94	0.96	0.32
Employees are given the powers to direct and follow up on business	3.02	0.87	0.28
The powers to solve work problems are given to employees	3.00	0.93	0.31
Discretion stats	3.02	0.94	0.31
Total statistics of enabling strategies variables	3.05	0.95	0.31

Table 2: Description and diagnosis of the respondent variable (talent management)

Descriptive statistics	Mean	SD	CV
The organization has a specialized recruiting staff	3.19	1.10	0.34
The organization is looking for talent from outside sources	2.68	1.00	0.37
The organization is looking for talent from within the organization before resorting to external sources	3.02	1.22	0.41
The organization has a clear plan to attract talent	2.55	0.97	0.38
The organization adopts modern methods to search for talented people	2.40	1.14	0.47
Recruiting statistics	2.77	1.09	0.40
The organization constantly evaluates the performance of staff	3.13	1.12	0.36
The organization has effective training programs to develop talented people	2.98	0.99	0.33
The organization seeks to improve the knowledge and experience of talented people through conferences	3.04	1.12	0.37
The organization promotes positive climates that encourage knowledge exchange	2.89	0.96	0.34
The organization uses the rotation mode	2.98	0.85	0.28
Development statistics	3.00	1.01	0.34
The organization sees the cost of maintaining talent as less than losing it	2.77	0.87	0.31
The organization creates an environment conducive to talent retention	2.68	1.22	0.45
organization rewards talented financially for their retention	2.55	0.97	0.38
The organization offers educational opportunities for talented to support them	2.68	1.04	0.39
The organization prepares talented employees as partners	2.47	1.04	0.42
Retention statistics	2.63	1.03	0.39
The performance of the talented is evaluated fairly and objectively	2.57	1.06	0.41
The senior management pays special attention to the talented	2.66	0.96	0.36
Employ evaluation results in feedback and adjust deviations	2.70	0.86	0.32
The need for talented people is being systematically planned and forecasted	2.83	0.82	0.29
Senior management is interested in updating performance evaluation systems in harmony with competitive environmental factors	2.91	0.90	0.31
Performance talent management statistics	2.74	0.92	0.34
Dependent variable statistics	2.79	1.01	0.37

objectives which depends on accomplishment of the tasks and ensuring the development of expertise and knowledge. The freedom of action being the third dimension of the independent variable has a weighted mean of 3.2. The dimension does not move away from the rest of the computational environment of the previous dimensions with a standard deviation of 0.94. This shows the significant value of the coefficient of variance of 0.31 on the selected sample; the variable is then ranked third among the other dimensions. The continuous improvement by staff is ensured as it reflects the intermediate interest in the division and distribution of tasks with regards to granting of procedural powers to resolve work problems.

Analysis of the dependent variable (talent management):

The dimensions of the dependent variable, talent management and the statistical instruments employed in the result analysis are presented in Table 2. The talent management as dimension has weighted mathematical mean of 2.79 which is partially below the computational mean of 3. Nevertheless, the arithmetic mean of more than 2.40 is acceptable under some statisticians. This study, however, found that with a standard deviation of 1.01 and a coefficient of variance 0.37, there is an acceptable interest in the research sample of the dimensions of talent management that were prepared to measure this interest. The study found that the weighted arithmetic mean of recruitment being the first mean has reached 2.77. The

Table 3: Correlation between variables

Correlations	Recruitment	Development	Retention	Talent performance management	Talent management
Sharing information					
Pearson correlation	0.584**	0.496**	0.595**	0.708**	0.683**
Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
N	47	47	47	47	47
Work teams					
Pearson correlation	0.497**	0.363*	0.457**	0.538**	0.532**
Sig. (2-tailed)	0.000	0.012	0.001	0.000	0.000
N	47	47	47	47	47
Discretion					
Pearson correlation	0.218	-0.044	0.310*	.309*	0.223
Sig. (2-tailed)	0.14	0.77	0.034	0.034	0.131
N	47	47	47	47	47
Empowerment strategies					
Pearson correlation	0.512**	0.322*	0.537**	0.614**	0.568**
Sig. (2-tailed)	0.000	0.027	0.000	0.000	0.000
N	47	47	47	47	47

**Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

result indicates acceptability in the agreement of the situation for the organization to attract a professional staff from which the best available talents are attracted. It also showed the agreement in the organization's possession of a clear plan and modern methods of recruitment and organization's search for talent from external or internal sources which allow greater attention by the organization to the process of recruitment in order to ensure real possession of talent reflected on production and performance. The dimension has coefficient of difference of 0.40 and standard deviation of 1.9. Development which is the second dimension reached its weighted mean value of 3. This is identical to the arithmetic mean which reflects an average interest in continuous employee evaluation processes and the organization's possession of effective training programs. It shows that to encourage knowledge sharing and the use of recycling; they must develop the gifted and improve their knowledge by creating positive climates. With a standard deviation of 1.01 and a variance of 0.34 of rotational functions is used to achieve as much organizational learning as possible. The talent management (Retention) variable as the third dimension shows that the organization is not keen on material stimulation of talent or educational opportunities and does not tend to create an environment conducive to talent retention. The organization is required to make additional effort and better costs in the retention of talent with a standard deviation of 1.3 and a variance of 0.39. Talent performance management as the fourth dimension accounted for a weighted mean of 2.74 and a standard deviation of 0.92. The result indicates that the population of the study differs in the objective evaluation of the talents and agreement on the fair. The future of the need for the talented is from the weakness in the planning and forecasting and higher management of the gifted workers. The dimensions of the research will be examined through

the correlation of the variables and their distance with some as a pre-process of testing hypothesis after the analysis of the variable.

Correlation analysis: Using Pearson correlation, this section presents the correlation test between the main and sub-variables. Table 3 shows a positive and strong correlation between the variable of the talent management and empowerment strategies variables which is a high value close to positive 1 at a significant level of 0.01. This shows that looking at the correlation results of the information sharing dimension of the variable of empowerment strategies with the dimensions of talent management, the calculated t-value is greater than the scale. It indicates that all of them are positive and moral.

From the second variable, team, it is found that the relationship with development dimension is a positive but weak positive correlation which is <0.5 in value. The freedom of action as the third dimension has weak and insignificant relationship with talent management. As the values of the integer are >0.05, there is no correlation, that is the calculated t values are smaller than the tabular values. The correlation was positive and moral but <0.5 between discretion with the dimension retention and talent performance management. Table 3 shows that the correlation matrix and it is clear that all the dimensions of the variables show correlation in general with the talent management variable and its dimensions after the freedom of disposition.

Test of hypothesis: This section tests for the main hypothesis and their sub-hypothesis to measure the effect of the independent variable (empowerment strategies) on the dependent variable (talent management). To determine the degree of influence, the independent and subordinate variables will be tested prior

to entering the hypothesis tests. The constant value is 0.843. Moreover, talent management is not less than this value when the empowerment strategies are equal to zero while the value of β is 0.636. In talent management, empowerment leads to a change in the amount of this value. At the significant value of 0.000 which is <0.05 , the value of calculated F is 21.432. The result indicates that the calculated F is greater than the scale.

Talent management is affected by empowerment strategies. The F-value has effect on the dependent variable. The study found that the value of R^2 is 0.323 which indicates 32% of the changes in the management of talent changes as explained by the variation of empowerment strategies. Other factors not included in the model are due to 68% value. The results mentioned above are not as reliable as they are used to examine the effect of the main research variables. It is necessary to examine the dimensions of the independent variable and its effect on the dependent variable when trying to come closer to more accurate results.

Additionally, the result showed constant value of the three variables to be 0.992 which means the enabling strategies are equal to zero while the talent management is not less than this value. The difference in participation was 0.610, 0.138 and 0.157 which shows that a change in the amount of these values in talent management is gotten from a change of one unit in these three dimensions. Notably, it is found that the value is 13.722 and at the significant value of 0.000 for the examination of the F tests for the three dimensions of the independent variable. The management of talent is affected by the 3 empowerment strategies. As explained by the dimensions of talent management and 51% by other factors, the value of R^2 was 0.489, meaning that 49% of the changes in talent management is a difference.

The constant value is 0.805 during the test for sub-hypothesis arising from the main hypothesis which is the effect of independent variable dimensions in the recruitment dimension of the dependent variable. The result indicates that the recruitment is no less than this value when the dimensions of the independent variable are equal to zero. The values for information sharing, working groups and discretion are 0.549, 0.238 and 0.143, respectively. The results show that any change of one unit of any of this dimension will lead to a change in the amount of this value in talent management. The former are found to be negative when focusing on the value of the influence of discretion in the two tests. This study also found that the freedom of action did not show a correlation to all dimensions when reference to the values of the art. Therefore, the variance and dimensions of talent management are not affected by the dimension.

In the same manner, the value of t is 0.863 at the significant level of 0.393; thus, 0.05 is the preliminary indication of the lack of influence of this dimension. For this model, the calculated value of F reached 8.189 as this result is significant. This is an indication of an effect of the model of strategies of empowerment in the post-recruitment.

For this model, the value of R^2 is 0.364. It implies that the model explained 36% variance of the changes in talent management by the three empowerment strategies and 64% by other factors that do not fall into the regression model.

The study found that that the value of the constant is equal to 1.874 when testing the three dimensions and their impact on the dimension of development in talent management. This shows that when these strategies are equal to zero, it is equal to 0.640, 0.92 and 0.463 for sharing information, teams work and discretion, respectively, after the development of not less than this value and when examining the value of β of the three variables. A change in the value of this after the development of talent management is achieved with a change of one unit in these strategies leads. From the past studies, disposition also showed a negative value which resulted to a weakened model of strategies and their impact on talent management and its dimensions. Therefore, it is necessary to concentrate on the investigated sample on giving greater importance to monitor the results again and to the discretion of the employees. The value of F reached 8.010 at a significant level of 0.000. The result shows that there is an impact of the model of empowerment strategies on the dimension of talent development. The R^2 value is 0.359 which shows that 35% of changes in talent development are explained by empowerment strategies.

The value of the constant is 0.552 regarding the impact tests of the three empowerment strategies after retaining the talent. This shows that the value of β has reached 0.609 for information sharing after maintaining this value when the enabling strategies are equal to zero. It means a change in the amount of these values after retaining the talent is achieved through a change in one unit for these strategies. With a mean of 0.000, the calculated F test was 7.908. This indicates that after the retention of talent there is an impact of all the strategies of empowerment. Clearly, the freedom of disposition is different from the rest of the previous tests; a clear effect is shown after retaining the talent. The 36% of changes in the retention dimension are explained by combined empowerment strategies as the R^2 value is 0.356.

Lastly, the study found that the value of the constant is 0.740 with respect to testing the three strategies of the independent variable after managing talent performance.

The value of β for the three strategies: information sharing, teams and freedom of disposition are 0.641, 0.070 and 0.051, respectively. This shows that a change in the amount of these values by managing talent performance is achieved through a change by unity in these three strategies. The study asserts that there is an impact of the strategies of empowerment after the management of talent performance with the calculated F-valued at 14.602 with a significance of 0.000. The R^2 is valued at 0.505; this indicates that the strategies of empowerment explains 50% of the changes in the management of talent performance while other factors affect the same value of the changes that do not include in the model.

CONCLUSION

In accordance with the above result, this study showed the importance of the significant relationship between empowerment strategies and the dimensions of talent management. On the other hand, it shows that the participation of the employees is supported in the solutions of problems at all levels and in the basic decision-making. The freedom of action and creative activities are supported based on the structure of the teams to achieve high performance for talented individuals with special abilities and strategic success of the organization.

From the statistical results of the data collected from the research sample represented by the research community at the Atomic Energy Commission Headquarters in the Ministry of Science and Technology, it was revealed that there is a partial interest in the dimensions of the empowerment strategies. Talent management as the dependent variable has four dimensions with no high result but close to the results somewhat acceptable. This allows the senior management at the headquarters to be responsible in terms of talent management to pay greater attention to all management officials at various levels. Thus, there is a real shift from the traditional thought of human resource management to the contemporary management of talent management.

From the selected population, it was shown that there was no great degree of discretion in the employees. This further confirms the complexity, state of centralization and hierarchy of references in decision making processes. This approach if continues will prevents the achievement of real flexibility in the powers and structures that ensure the state of creativity and innovation in the body and lead to administrative stagnation and maximize the state of routine. The organization has not yet reached

high levels of talent management, although, the organization is engaged in attracting, retaining and developing talent. To achieve better results in performance, there must be balanced and harmonious business plans in synergy.

The low level of powers granted under the name of “freedom of action” is revealed from the results of the examination of the views of officials in the commission. This dimension from the four dimensions of Talent management model does not match the overall model of the research. The results do not achieve an initial correlation with the dimensions of the strategies of empowerment but confirmed its impact as this dimension does not achieve the impact within the model of the study.

Therefore, the organizations are advised to optimize the work of the team to suit the performance of the work available to the distinguished cadres within this organization and to focus on reducing the routine and structural complexity.

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