

## Design of Model the Talent Management with an Approach Integrating Human Resources Activities

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### Extended Abstract

The concept of talent management should be considered as one of the most important issues in the management of human resources now and in the future. Nowadays, organizations have found that if they want to be superior to competitors, they definitely need to design a comprehensive talent management system that can be considered as a tool for HRM activities. The purpose of this study was to explore and explain the components and indicators of talent management of human resources in organizations. This research in terms of target applied and in terms of research method, Descriptive of type Correlation and in terms of collecting data, it was survey. Initially, the dimensions, components and indicators of talent management, from theoretical foundations and studies carried out in relation to the research topic were identified and counted and based on them a researcher-made questionnaire was devised based on the extensive studies conducted in this field. The questionnaire validity was confirmed according to the views of professors, experts and academic experts. its reliability was 0.808, using Cronbach's alpha ( $\alpha$ ) coefficient. The study population consisted of 30 instructors and experts in the field of management and some knowledgeable people who were selected based on a simple random sampling method (experts' referrals). The important results showed that in order to generally identify

and prioritize the variables of talent management, the Identification of key personnel and The system of monetary and financial payments play the highest and the lowest roles, respectively. Based on the analysis and evaluation obtained in prioritization of aspects and variables related to talent management, the results can be beneficial to managers and directors of organizations in identification and employment of proficient talented people.

### **Introduction**

The term “talent” is defined with different aspects by theoreticians and experts in organizations. In act each organization identifies the characteristics of talented people according to its culture and structure. Employing and attracting talented people is not an easy case, and each organization must define its specific talent profile on order to get the best result. In some cases good opportunities are provided for capable people with high potentials and good internal talent to improve their talents, and if this individuals recognize their optimum talent well, both the society and themselves would benefit. Recognition of these talents also includes creating opportunities, supporting and having commitment. Talent recognition is generally being carried out as a stereotype process, and is limited in the cultural and social structure (Paula and Victoria, 2017). The resource of talented people is considered as a driving force for innovation and also the economic growth. Although scientific talent in people such as students, professors and researchers is considered to be a small part, but it has an increasing importance in the development of human resources and creation of knowledge based economy (Christian Reiner ,c, , Susanne Meyer b, Sascha Sardadva, 2017). Talent management means the integration of resources, processes and designed values to attract and engage key talents for moving toward the business goals (Hajimir and Arabghalam, 2010). Many organizations today are facing the talent crisis, due to reasons such as loss of available talents, several difficulties to keep the outstanding talent, high expenses of staff's shifting, and human resources strategies (Philip and Roper, 2009). Recent investigations of 40 worldwide companies, have shown all of them have the problem of lacking talent management strategies , which causes loss of suitable staff to fit the strategic organizational positions, and this would limit the company`s capability to grow( Collings and Mellahi, 2009). Generally the talent management is of high importance according to different theoreticians that we would introduce them briefly. First of all the effective implementation of talent management leads to successful

obtaining and retaining talents. Secondly these people would be chosen and prepared for the future key positions (Hughes & Rog, 2008). Thirdly, talent management guarantees that organizations would successfully obtain and keep their required talents. Fourth, talent management helps the nomination and introduction of staffs (Collings, D. & Mellahi, 2009). Thus according to the above mentioned issues, this study aims to find answers to the following questions: 1) what are the components and indicators related to each of the talent management of human resources? 2) what are the appropriate model for talent management with approach to integrating human resources activities? 3) How are the priorities in relation to each other?

### **Case study**

The population of the Case study included university professors and experts in the field of management in the universities of Kerman, Khorasan Razavi, north and south of Khorasan.

### **Materials and Methods**

This research is In terms of target applied and according method of the research is combination (qualitative-quantitative) with an exploratory approach. This research the semi open questionnaire prepared by the researcher. Since the available questionnaires about the subject of this study were not comprehensive enough and addressed only the some parts of the components and indicators of talent management, the questionnaire used in this research is based on the literature, theoretical studies and other studies in this filed which concludes most of the components and indicators of talent management. The questionnaire was given to the professors and experts to be checked for the appropriateness of the aspects, components and designed indicators. The research period was 1395. The population of the study included university professors and experts in the field of management in the universities of Kerman, Khorasan Razavi, north and south of Khorasan. The sampling method of this study was based on the simple random.

### **Discussion and Results**

Four aspects of talent management were analyzed in this study: A) Discovering, recognizing, and attracting the talent B) Evaluation, implementation, and using the talent C) Training, development and improving the talent D) Maintaining and keeping the talent Also the components related to each aspect, which were actually a subset of the aspects were specified. The relevant indicators of each component was also identified based on the literature. Finally 124 indicators and 27

primary components were identified and classified after collecting the data and data analysis. After a review, by omitting the parallel, duplicate and similar concepts, integrating them and conducting the analysis test in 3 steps, finally 20 components and 98 indicators were recognized and confirmed, each of them formed the talent managements aspects. The results of the third factor analysis indicates the common points of these four aspects of talent management.

### **Conclusion**

The final results of this study show that the organizations need to design and set a new and comprehensive system for all of the talent management's aspects, such as attracting and identifying, evaluating, training, improving, and keeping the premier talents. Today having the talented and genius human resources is considered as a competitive advantage for the organization, and most of the organizations invest a lot on this issue. Thus the findings of this study help the organization's managers and decision makers to plan more comprehensive and proficient programs for talent management, associated with each of the talent management's accomplishment steps.

**Keywords:** talent, talent management, talent source, components of talent management