

Systematic Approach on Talent Management and its Impact on the Community and Organization(in universities)

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Extended Abstract

This research was conducted with the main purpose of examining the importance of talent management in universities and its impact on society and organization within the framework of PhD thesis. In order to collect information, used a method of identifying factors based on the analysis of the subject literature, and semi-structured interviews and a questionnaire. The results of the research indicated that talent management could be a key factor in the individual, organizational, economic, and social development of societies in the third millennium and gaining global competitive advantage for the society.

Introduction

When decision makers only managed staff in their HR department and assessed their competencies, the idea of talent management was emerged (Auckland,2015). Today, talent management system has failed in maintaining organizational competitive advantage due to the lack of planning and implementation of management policies in processes and programs that have a positive impact on the process of gaining, developing and retaining talents in many organizations. (Kinda,2012). It seems that for growth and organizational sustainability, in terms of management issues such as: "The surplus of talent across the globe against local shortages, shortages of people and increased demand for innovative skills and an increase in the budget

deficit in basic skills, work and time settings, diverse workforce distribution," change in the quality of work is necessary (Iqbal et al., 2013) (quoted by Anokova, 2015). On the other hand, productive employment is also important in achieving a proper standard of living, social and economic development, and personal satisfaction. Experience has shown that higher education institutions with well-qualified faculty fail to support their faculty members in developing the skills they need to succeed in the world of work (Lavania, Sharma, Gupta, 2011). So, researcher in this study seeks to investigate the implications of applying talent management in universities and studying its impact on organization and society.

Case study

The statistical community in the qualitative section of the study included all the heads and managers and management specialists in the Islamic Azad universities of East Azarbaijan. The statistical community in the quantitative part of the study included all faculty members of Islamic Azad University of East Azarbaijan, which included about 1177 faculties. For statistical sample, 4 large and comprehensive universities including Islamic Azad University of Tabriz, Maragheh, Marand and Bonab were selected, among the Islamic Azad universities of East Azarbaijan.

Materials and Methods

The research in terms of purpose, is based on application, And in terms of how to collect the required data in the exploratory blended research group, it is categorized using a mixed model in two qualitative and quantitative dimensions. According to the views of 37 experts, in the qualitative part of the research, the outcome of talent management implement in universities and its effects on society and organization were determined in desirable conditions. Then, 210 people among the faculty members of sample universities were selected by random sampling method, to determine outcomes of Islamic Azad universities in the existing conditions.

Data gathering tool

The tool for collecting information in the qualitative section was the use of semi-structured interviews. In the quantitative section, using the data collected through the interview, a questionnaire was designed in outcomes of using talent management in the university to evaluate the outcomes of universities and measure its impact on society and organization in favorable conditions and existing conditions. This includes 12 items based on Likert scale.

Data analysis method

In the descriptive statistics section, first, the central indexes of variables and then the normality of the data were investigated through Skewness and kurtosis

tests. Then, the effect degree of each factors were determined using single-sample T test. In the next step, the measurement model was run.

Discussion and Results

All of the implications used in talent management with regard to the t-value, is outside of 1.96 and 1.96 range, So all are possible with a probability of 0.99. on the other hand R2 in all factors are more than 0.5. With regard to the R2 values, the most success in university missions is the highest contribution and political independence of the university is the lowest contribution. All questions of the Talent Management, and their effectiveness were examined Based on a single-sample t-test. In desirable conditions the viewpoint of 37 experts, and in the present situation the viewpoint of 210 faculty members. According to the test, all the factors mentioned in the group are the implications of using talent management in universities from the view point of the experts. But, according to faculty members, none of the factors listed at the moment are important in universities.

Conclusion

The implications of using talent management in universities are influenced on individuals, communities and universities. The capabilities of the organization's external environment with the concepts of the political situation of the society (such as the state's view of higher education system), the economic conditions of the society (such as the environment potential) and the cultural conditions (such as the culture of talent appreciation), and the capabilities of competitors (such as the performance of other universities) is directly effect the phenomenon of talent management. talent management phenomenon effects external environment of the organization, directly and indirectly. Also the attitudes of government officials and colleges and outcomes of the university, including knowledge generated in university or university graduates, have an impact on the use of university research and service education. On the other hand, given the potential of the university's outsourcing, Absorb Different knowledge of the university, will be potential for various sectors of society to benefit from it. In this way, it manages the needs of its customers and, through feedback to the university, generates knowledge appropriate to the needs of the community and its institutions, as well as the development of rules related to the use of talent and their intellectual property rights , with the support of quality education and research and services, can be the foundation of intellectual and talent-friendly culture in the context of talent driven society.

Key Words: "Talent Management" ,"higher education" ,"result", "community", " Organization"