Talent Management Analysis in Organizations

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ABSTRACT

Talent management involves conducting a series of integrated activities by an organization to ensure the attraction, retention, motivation and steady improvement of a required staff. In the current era, the dominance of existing resources has become an important matter, due to high competition between organizations and companies for gaining more benefits. Organizations will face more competitive challenges in the future and there will be growing needs for more efficient managers to handle the challenges.

The results of several studies showed that special attention was paid to talent management in organizations on account of the fact that there were overwhelming retirement of key workers and difficulties of filling their posts. In addition, talent management introduced developing the new skills and exploring the shifts in employee expectations to meet the new business conditions in a more complex and dynamic environments. These were the methods that could help organizations rely on human resources to fill the key positions of organizations. Thus, the application of talent management in organizations resulted in certain improvements in organization's performances, human resource management and creating value with talent strategies. Owning to the aforementioned facts, this study investigated the issues related to talent management and their importance in organizations.

Keywords: Talent Management, Talent Management Dimensions, Organization, Human Resources, Challenges

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It stands to reason that the present age is the era of organizations (Seyedi, Khorramdareh, & Marmardi, 2012). They all cause to move forward and do everything for achieving their goals (Haqqani, Khorasani, & Zamanipoor, 2016). Today, financial and technological resources are not the only benefit of organizations, but it is believed that human resources are the most important

competitive advantage along with organizational capital (Tahmasebi, Gholipour, & Javaherizadeh, 2012), and possessing talented people could have benefits for competitive organization and compensate for the lack or defect of other resources (Hosseinpoor & Malek Mohammadi, 2013). Hence, talent management is relatively new approach which emerged in 1990s; Charles Fishman was the first one who proposed it in his book "The War of Appreciation". Talent management is continuously evolving and it can bring some changes to the management of human capital (Haji Karimi & Soltani, 2011; Chahgali, Ayyoubi, Matoufi, 2015; Mazlomi, 2015). This study aims to investigate what is talent management? Why it has been given special attention at the present time? And what are its implications in organizations?

Talent management

In order to maximize the involvement of the individual with the role that coincides with his intrinsic powers, talent management should identify talent and then match it with roles of the job (Askari Baghgrani, Shamei, & Allameh, 2012). As a matter of fact, talent management includes performing a series of integrated activities by the organization in the present and in the future to guarantee the attraction, retention, motivation and steady improvement of the talented staff (Haji Karimi & Soltani, 2011). Talent management ensures that appropriate people with appropriate skills are in the right place and are focused on appropriate activities (Ghasemi, Jodzadeh, & BeigiRardad, 2015).

Dimensions of Talent Management System (D.T.M.S)
Talent Identification

As a result of the fact that employees have a variety of personality and work features, the organization manager should recognize the employee's talents and weaknesses and be able to manage them. The manager should see the individual differences of each employee as an important factor and use these potentials and capabilities in an appropriate manner. By designing some forms and distributing them among employees, it is possible to identify the talents in the organization and find out their capabilities. The questions can be related to the training courses, skills, level of education and satisfaction, etc. (Phillips & Roper, 2009; Chahgali et al., 2015).

Recruiting talents

One of the most important processes in talent management is the recruitment of talented people which is significant to attract talents, create an organizational brand and introduce the unique features of the organization to the audience. To present the capabilities of the organization to talented individuals and to make the new staff aware that the selection of mangers are on the basis of merit and rank are another leading factors in the process of recruiting the talent (Kord, Kord, & Arab, 2014).

Retaining talents

Leaving one's job or losing it to another organization is one of the most unsatisfying occurrences for each manager, since losing the main employees of an organization would have a malevolent effect on the business. In many cases, those who are most likely to leave the organization are employees whose organization is eager to retain them .There are four guiding principles in order to maintain talents:

   A) Creating a sense of commitment and belonging to the organization, which helps employees reduce their mistakes and make the right decisions.

   B) Motivation

   C) The ability to learn continuously, in which individual development plan is one of its methods.

   D) Financial support and other benefits for employees (Ghasemi et al., 2015).

Management and development of talents

Like many other things, talent flourishes by using it and is withered if it is abandoned and then that does not benefit the company. Talent management is used as a tool to improve the recruitment and edify the process of development of individuals based on the required skills and abilities in the organization. And it proposes a process in which the organizations can identifiy, manage and develop the individuals for their present and future needs (Khalvandi & Abbaspour, 2013).

Selection and employment

Having various stages, selection is a process by which applicants are identified and evaluated and in pursuit of that the most suitable individuals can be selected for each position. To evaluate an employee means to discover his potential talents and to employ the individual in a position appropriate to his abilities, which is done through two strategies: appropriateness of individuals with their roles and appropriateness of roles with individuals. According to Gains (2006) employing talented individuals furnishes both intellectual and emotional connections among organizations, employees and their jobs, directors or colleagues, and hence, it has an influence on their efforts (Hosseinpoor, Manteghi, & Malekmohammadi, 2015; Ghasemi et al., 2015; Anwar, Ali Nisar, Zubair Ahmad Khan, & Sana, 2014; Seyedi et al., 2012).

Management of staff's learning and education

Today, organizations around the world are constantly struggling to win over their rivals and only those with better and faster learning techniques are able to succeed. A learning organization is an organization where employees are continuously improving their individual skills in order to achieve their desired outcomes. Researches showed that companies which invest more on learning would receive more customers' satisfaction, and higher scores on quality elements of product and service, productivity along with profits. One of the approaches for human resource structures includes identifying internal talents and their involvement in educational

processes. This approach is an essential factor in organizational integrity and employees' empowerment. Human resource planning is one of the most important types of educational planning in each organization. Since the purpose of human resource is to educate people who can improve the economical state of the country, it is directly connected to economic planning (Seyedi et al., 2012).

Performance management

Organizations that use performance management are generally recognized as organizations with better and superior performance. In fact, effective performance management is used for increasing the achievements of teams or individuals. The main component of the performance system is the performance evaluation. Development and empowerment of human resources are the main goals of performance evaluation consequently, the results of evaluated performance must be one of the most important sources for identifying the educational needs of individuals and organizations.

Employees believe that designing an effective system evaluating performance it is profitable; in these circumstances rewards can be useful as well. The costs spending on rewards increase the employee's efficiency and satisfaction. Another component of performance management is payments according to the performance. It particularly emphasizes on outputs of employees and is related to the organization's revenue. If employees of the organization believe that a better performance leads to the better rewards, then receiving rewards can have a positive role in their performances. And when employees think what they receive from the organization is less than their true value, they tend to leave the organization (Seyedi et al., 2012).

Managing succession

Recognizing talents and finding successors are the main duties of organization managers and they should have proper skills to do this process. The main goal of talent identification and finding successor succession plan is to find talent management strategy for organizations. Despite the lack of proper talent for gaining particular management posts, employees who have valuable professional skills should not be deprived of educational investment. In order to implement these patterns, organizations should focus on their inside sources and succession plan which are centered on development and education of their existing talents.

The most successful organizations are those that have made long-term investment on their employees. Investing on development of internal talent enables organizations to progress without any problems even when their main talents retire or leave for different reasons. Adopting the succession management strategy can facilitate the process at this stage. It is indicated that succession training programs which are related to the career path of employees can increase their morale and productivity (Babayan et al., 2015; Seyedi et al., 2012; Ahmadi, Farahani, Bahmani Chobaesty, & Shahbazi, 2012).

Talent management goals
The main goals of talent management are included here:
- Identification of developmental posts and management competence gaps,
- Retaining key specialists,
- Identifying the risk of vacant management posts,
- Developing strategic plans for organizations and a list consist of organization's needs in terms of human capabilities and skills,
- Developing and determining current situation of the organization in terms of capabilities and skills and finding shortcomings and needs,
- Continuous measurement of and tracking the existing capabilities and its distance from the desired capabilities and skills through applying educational strategies and programs,
- Detecting, developing and retaining high-potential individuals,
- Reinforcing the perception and understanding of shareholders and customers,
- Reducing the costs of recruiting employees from the outside of an organization,
- Observing a challenging encounter with the management developmental process (Guy & Doris, 2009).

Talent management approaches and barriers
Regarding barriers of implementing talent management programs, the findings show that these obstacles are more humanistic and are due to lack of time for top executives in managing and discharging the talent strategies. Managers do not sufficiently commit themselves to developing their own staff. Also, partial results of the programs are applicable to the organization and an efficient collaboration and resource sharing are not encouraged. Furthermore, the managers do not prefer to distinguish employees based on their performances and people with high, medium and low performances may not be perceived as being distinct. Additionally, the managers do not seriously consider the existing weakness in functions and there is not enough accuracy in succession planning or resource allocation processes to match roles with individuals. And finally, the managers do not have a shared vision about the most central roles and they do not focus on matching talent management with other human resource policies (Harrisr & Foster, 2010).
Talent Management Measurement Indicators:
1. Identification and recognition index
2. Motivational Index
3. Career Indicator
4. Creativity and innovation Index (Hajikerimi & Soltani, 2011)

Tips on realizing the talent management process
Several elements should be considered in order to realize the talent management process:
- Organization's plan: this element determines the types of human resources needed by organization to confront or implement future business plans and indicates professional skills and levels of experience which is required for any situation.

- Employment Policies: based on the organization's program, these official employment policies determine when the recruitment process for different types of jobs occur and what sources of recruitment of employees are needed to attract the best volunteers.
- Development planning: this element is used to ensure that every type of job positions, the objectives for standard functions, and career developmenal paths are fully determined.
- Maintenance planning: this element identifies reward system with unique functional and developmenal programs and indicates who these rewards should be given to.
- Evaluation plan: this element ensures that each employee is formally and informally evaluated periodically throughout the year.
- Abandonment plan: this element is used when job positions are not needed anymore and should be modified sufficiently and/or omitted; their employees must be evaluated anew (Michaelson & Andreson, 2010).

Why is talent management an important topic and why has it gained so much attention in these times?

The following list is the identified problems acquired in a survey about prevalent issues:

Todays's problems
- Gap in leadership line
- Problems due to the overwhelming retirement of key workers,
- Problems in filling the key workers of vacant posts,
- Failure to create a performance-oriented culture,
- Problems in developing new skills in order to abide by new business conditions with more complex and dynamic environment,
- Shifts in employee expectations which include the changing expectations of employees during the time that organizations have more emphasis on talent management strategies and practices.

The assumption of Today's employees
- They are increasingly interested in performing for a consequential and challenging work environment,
- They are more loyal to their profession, compared to their organization,
- They are less suited for traditional structure and source of power,
- They are more interested in balancing their work and life,
- They want to determine their career development path

There is no doubt that there exists the ability to bridge the talent gap at today's business environment. And without using it, it's impossible to meet the emerging needs of modern organizations. Neglecting these challenges could make it hard to conquer the hearts and minds of today's employees. Moreover, organizational culture is crucial to attract and retain the key talents. Hence, talent management is essential to engage employees in the organization (Chahgali et al., 2015; Sayyadi, Mohammadi, & Nikpour, 2011).

Literature review

Although talent management process has been raised in organizations across the world since 1997 but this type of studies has been conducted in Iran only in recent years. We briefly refer to some of these researches in the following section:

Hosseini (2013) indicated that creating talented people and preventing vacancy of key positions are one of the most important results of talent management in the organization. Shamei, Allameh and Askari (2008) examined the relationship between talent management strategy and emotional intelligence of employees. The results showed that there was a positive and significant relationship between talent management strategy and the emotional intelligence of employees. Khalvandi & Abbaspour (2013) designed an optimized model for talent management at Pars Oil and Gas Company and found out that there was a significant difference between the existing situation in all aspects of talent management (discovery, development, evaluation and maintenance) and there was a significant difference with their ideal state. Nopasand, Malekakhlagh and Ashegh Hosseini Mehravani (2014) studied the relation between talent management and organizational performance. The results of their studies indicated that there was a significant relationship between activities related to talent management and the quality of services and its provision along with employees' innovation. It resulted in maintaining the talents in the organization and had the most positive effect on the quality of the services. It could also have an important reason for recruiting new superior talents and had the most positive effect on increasing the ability of innovation in the organization. Kord et al. (2014) investigated the relationship between the use of talent management system and decreasing tendency to leave. The results showed that there was a positive and significant relationship between talent management system and tolerance and tolerance had a meaningful and negative relationship with tendency to leave. Hence, the findings of this research emphasized the need to pay attention to the implementation of talent management system processes in order to promote the tolerance in organizations, especially in industrial centers. Moezi and Yadollahi (2014) investigated the effect of talent management system on the succession training in the governmental organizations of Shiraz. The results showed that talent management and its subscales (talent acquisition, talent engagement, development and talent upgrading, keeping and make retaining talent) had positive and meaningful relationship with succession training. Babaian et al. (2015) examined systematically the relationship between talent management and the performance of NAJA staff. They found out that there was a positive and significant relationship between talent management and its dimensions with employees' performance. It meant that by investing on the staff's talent management, their improvement could be expected which is thought-provoking. Hosseinpoor, et al. (2015) analyzed the role of talent management in the development of intellectual capital of an organization. The results of this study indicated that talent management had a positive and significant effect on intellectual capital of the organization. There was a positive and significant effect on two components of human capital and structural capital. Also, there was a positive and significant effect among the three components of intellectual capital. However, there was not any effect on organizational structural capital.

The results of studies done by Ghosi, Mehrara and Shakeri Nawaii (2015) on the role of talent management in preserving human resources in a national company for distributing oil products in city of Sari showed that four outcomes of talent management, which include the refusal of talented people from leaving, the stability and job security of talented people, the creation of a talent treasury and not having delays in staffing key positions and vacant offices are the most important results of talent management in the organization, respectively.

Also, various models in talent management literature have been presented by various experts and theorists. Some of them are referred below. Talent management models have had a significant impact on an organization (Table 1).

Table 1
Examination of various talent management models

Key variables affected by talent management	Contextualization factors	Communication with the private/ public sector	Model/Date
Appointment in Key Jobs, Support, Growth, Performance Management	Organization's Strategies and Needs	private	model of Bank of America Bank / 2008
Hiring talented people, putting them in suitable positions and succession training	Organization's weaknesses and strengths	private / public	Model TQTM
Coaching, leadership development, changing work environment and management performance	Design, development and implementation of outstanding solutions	private	Creative Metrics (2008)
Planning and succession training, job strategy, professional goals determination, gap analysis	Business strategy	private	Jasper Associates (2009)
Performance Management, Workforce Planning, Partner Management, Selection, succession Treasury, Training and Development, Developing a Waypoint or Job Path, Services and Benefits	Strategies and goals of the organization's business	private	Talent on Demand (2010)
talent development Preparing, keeping talent, recruiting talent, selecting talent	vision, mission, values and attitudes of the board of trustees	private	Maricopa (2010)
Discovery, Integration, Performance Management, Maintenance and Exit from Service	Strategy and business needs	private	Talent Management Maturity Model LORE (2010)

(Source: Ghosi et al., 2015; Hosseini, 2011)

One of the most common talent management models is the five-factor model of Philips and Roger (2009). It includes recruiting, selecting, engaging, developing, maintaining and retaining of employees. Khalvandi and Abbaspoor (2013) have designed a model to optimize the process of talent management in the Pars Oil & Gas Company. This model is a periodic process in which each stage provides a background for another one. It consists of discovering, developing, evaluating, matching, preserving and maintaining talent. Gulipur and Eftekhar (2016) presented the tricky environment of a talent management model of mobile operator by the fundamental theory. They argued that the design of this model displayed the current status of talent

management in the organization. It could pave the way to possess the desired position for talent management. In addition, according to individual dimensions, the organizational and cultural dimensions of talent management would enrich the literature in this field. The elements that made up this model were the background conditions, talent detection, talent fostering and their related consequences.

The Importance of Talent Management in Organizations
According to the conducted studies, the importance of talent management in organizations was divided into several categories:

Organization Superior Performance: Studies indicated that when an organization invested on attracting, selecting, employing and developing talented individuals, it would be able to develop the leadership and management and its ability to answer customers' needs would increase. As a result the organization would experience return on investment and quality in comparison to its competitors (Babaian et al., 2015; Nopasand, Malek aKhalilagh, Ashegh Hoseini Mehravani, 2014; Hosseinpoor & Malekmohammadi, 2013; JokarDehvi, 2012).

Valuing the Talents
The financial value of an organization depends on the quality of its talents which quickly increases the value of the organization (Sayyadi et al., 2011; Shamei et al., 2013).

Maintaining Human Resources
Research showed that the most important results of talent management in an organization were establishing a talent treasury, reducing the organization's abandonment, preventing the key positions from staying empty and also making the job secure for talented people (Ghosi et al., 2015; Kord et al., 2014; Moezi & Yadollahi, 2014; Sayyadi et al., 2012; Hosseini, 2011; Philip & Roper, 2009).

Conclusion
According to the surveys, talent management has been playing an effective role on increasing organizations' performance (Babaian et al., 2015; NopasandAsl et al., 2014; Hosseinpoor & Malekmohammadi, 2013; JokarDehvi, 2012), preserving the talented human resources (Ghosi et al., 2015; Kurd et al., 2014; Moezi & Yadollahi, 2014; Sayadi et al., 2012; Hosseini, 2011; Philip & Roper, 2009) and creating the talent value. It is also one of the most important and urgent issues of human resource management worldwide. Furthermore, one of the most acute subjects in many organizations is talent management. Organizations have come to realize that they need the best talent to succeed in a complex global economy and to remain in the business environment. Organizations have found that talent is a critical resource and have perceived the need to employ, develop and retain such trait. They know that talent needs management to achieve its best results.

With investment on talent management, the organization benefits from a high return on investment. On the other hand, it will have a diverse set of talents in the organization (Sayyadi et al., 2011). Under such circumstances, the organization benefits from agile and motivated workforce, that will result in organization efficiency. Also, most of organizations in the current situation regularly and in accordance to the determined criteria, studies the talents and identifies successors for their current and future posts. Today, companies devote enough time to anticipate the current and future needs of talent. In addition, globalization and the change in the demographic factors of the workforce have increased the business need for efficient talent management processes.

Also, a review of talent management studies has shown that organization managers, through its effective implementation can have access to qualitative and efficient forces to prevent their organization from facing a crisis. This process is achieved via the creation of talent treasury at every stage. It is suggested that due to the importance of talent management in today's advanced world, a credible model that encompasses all aspects of the talent management system should be designed. Consequently, organizations have a coherent framework for discovering, developing, evaluating and maintaining valuable human capital. By doing so, they can prevent repeating what is happening in human resource management. Finally in this manner, the organizations respond to the emerging challenges and needs so that they can attain the majority of talent management benefits.

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