IMPACT OF TALENT MANAGEMENT ON IMPROVING ORGANIZATIONAL PROCESSES

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Abstract

Nowadays, human resource development is considered the secret of the sustainability of organizations and the most important challenge in the business world is not just technology, but also use of intelligent human forces and talented human capital is the main secret of business challenges. Talent detection of human resources and employing motivated and empowered human resources in an organization will make the organization continue to work together. Human resource talent creates the confidence that each employee, with talents and special skills is in a good position. In addition, compensation benefits are equitable and fair. Their job path is also clear and acts as an exaggerated stimulus for better job opportunities, inside and outside of organization.

Keywords: Talent Management, Employees, Organizational Process

Introduction

In the 1960s and 1970s, talent management was delegated to the department of human resources as a subsidiary responsibility. While today talent management is an organizational responsibility that is the responsibility of all departments, is considered much more serious than the past (Maali & Tajeldin, 2008). Knowing the leaders of the organizations of the fact that the talents and abilities of their employees leads their business to success, the companies have to take action in the field of talent management and try to maintain a high potential employee. Generally, talent management is as the last wave in human resource management (Gay & et al, 2009). Talent management strategy seeks to create the conditions, which identify and use the skills of talented employees in appropriate field (Asgari Bajgarani & et al, 2011; Hosseinpour & et al, 2015).

Optimal use of human resources is one of the most important needs of today's organizations (Sahraeina & et al, 2010). Today, human resource development is considered the secret of the sustainability of organizations and the most important challenge in the business world is not just technology, but also use of intelligent human forces and talented human capital is the main secret of business challenges (Seyedi & Hossein Mardi, 2012). Talent detection of human resources and employing motivated and empowered human resources in an organization will make the organization continue to work together. Talent management provides the processes and tools needed to support and empower managers. In this way, they realize what should be expected from their employees, which will improve working relationships. As a result, the organization with investment in talent management has a high return on investment. On the other hand, it has the diverse collection of talent in organizations.

Statement of Problem

Providing qualified human resources in a war between talents and competent forces among organizations is one of the most important and permanent responsibilities of senior executives in organizations. Senior executives and other business leaders spend significant time and resources for finding, developing, and deploying people who need critical
jobs throughout the organization. But traditional tools for doing this, such as traditional efforts to hire and retain staff and educational programs, and so on, often lead to the survival of the organization and it does not go beyond it. Of course, these activities are essential, but they rarely lead to overcoming an organization in competition and they are not responsive to the profound challenges of rapid expansion in new markets. A more productive approach, which we have found, an approach is based on the subject of talents from a completely different perspective; from the perspective of decision (Gilaninia & et al, 2016).

Finally, the organization's performance depends on the effectiveness of its decisions. Good performance organizations always make good decisions, they make quick decisions and implement their decisions well. They know which decisions are important to create value. Studies show that the effectiveness of the decisions is strongly correlated with the financial results of the organizations. Focusing on decisions allows managers to have a different look at employee issues. Persons ranked last in the ranking of staff qualifications, will trained by coaching others and finally, if necessary, will replaced by more capable people. Today, it is common for administrators to be assigned new organizational posts every few years, with the aim of increasing their experience. However, after you've put people in the right roles that have the most impact on key decisions, you might want to keep them in these jobs; because those businesses are dependent on the merits of individuals.

In the food retail industry, the operational performance of stores is heavily dependent on the managerial ability of its store managers. In banking, maintenance of branch managers correlated with customer retention. Shinhan Bank, unlike many banks in Korea, its top managers chooses from inside the organization and they expect that much of his/her career path has been spent on improving skills in the branches and have the discretion to decide on key issues related to customers. This policy has helped Shinaan Bank become the second largest bank in Korea and one of the best banks in terms of customer satisfaction. Once you identify your organization's vital business posts and identify the best-performing people, you can measure the overlap of these two.

For example, one of the technology companies has identified a vital job position and found that less than 30% of them were occupied people with very good performance. When the organization raised the question, how many people are doing the best performance in key business positions? The answer was only 40 percent. Thinking about employing people with the ability to decide on the organization help to putting people together to maximize their talents and improve the effectiveness of decision-making. However, some organizations may find that they are facing a poor talent in their organization even if they act accurate and well-executed in determining key jobs and individuals with the best performance. In such cases, organizations usually do long-term efforts to improve the recruitment and retention of employees (Ganjinia & et al, 2013). At the same time, organizations can redesign their organizational arrangements based on their decisions and thus make the most of their talent. For example, one tactic for this work focused on the specialized jobs that require specialized skills are only on decisions.
Task of mine manager were used in South Africa, because include responsibilities that are far beyond mining. Managers should discuss topics such as working with local associations, hospital management and supervision of staff welfare issues. When the company provided support forces to executives exclusively dedicated to the non-formal sectors of the job, thus managers found more free time to focus on decisions related to their skills. These efforts can usually be carried out at relatively good speeds. The organization also redesigned its operational standards for the same purpose. In the past, the factories of the mine were working according to many workbook manuals. Each of the mines had its own style and working practices, systems and equipment and developed certain standards. Managers of mines transferred from one mine to another should have unique skills (Gilaninia & et al, 2013).

Therefore, they can act quickly and efficiently in decision-making and implementation. The company believed that it could increase productivity by consolidating these elements in all mines and thereby make easier key decisions. After studying the Franchise model in the service and retail industries, the company redesigned the rules as franchise rules. Standardize equipment, engineering, and planning techniques; so that the manager who entered a new mine largely did the same things as any other mine. In order to avoid a negative bureaucracy that usually associated with such a set of rules, the administrators themselves helped to design these rules collectively. Such a simplification of the operation of the organization had two effects. It reduces the demand for talent of well-qualified and highly skilled employees; because people with little experience could become managers of mines and make decisions about it.

On the other hand, people with experience can take jobs with a wide range of decision-making. After applying this change, managers' performance increased individually up to 20%. While most companies understand the importance of providing the forces needed to manage, they are still involved with operational ways. Focusing on decisions gives basis for doing business to companies. It also has a powerful message: decisions are the most important factors in this organization and both individuals and processes according to their effectiveness must be focused on good, quick decision and proper implementation. This kind of transparency makes that all employees in the organization are more focused on decision-making and implementation and ultimately, this will improve the performance of organization. According to the stated content, the following model can be applied to the impact of talent management on improving the organizational process.

Task management components in talent identification

![Diagram](image-url)

**Figure 2: Initial analytical model of research (2009· Phillips & Roper) & Modified model (Gilaninia, 2017)**

Therefore, considering the above model, research hypotheses are expressed as follows:

1. Recruitment of talented employees affects the improvement of organizational processes.
2. Selection of talented employees affects the improvement of organizational processes.
3. Involvement of talented employees affects the improvement of organizational processes.
4. Improvement of talented employees affects the improvement of organizational processes.
5. Retention of talented employees affects the improvement of organizational processes.

**Discussion and Conclusion**

Optimal use of human resources is one of the most important needs of today's organizations. It is proven in the experience of top companies around the world that talent management belongs to all processes of human resource development and should be institutionalized as a system in the process of each human resource development process. Therefore, with this view talent management is as a system for identifying, hiring, training, promotion of talented individuals with the purpose of optimizing organizational capacity to achieve the results. Human resource talent creates the confidence that each employee, with talents and special skills is in a good position. In addition, compensation benefits are equitable and fair. Their job path is also clear and acts as an exaggerated stimulus for better job opportunities, inside and outside of organization. Talent management provides the processes and tools needed to support and empower managers. In this way, they realize what should be expected from their employees, which will improve working relationships. As a result, the organization with investment in talent management has a high return on investment on the other hand, it has the diverse collection of talent in organizations.

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