



RESEARCH ARTICLE

INVESTIGATING THE RELATION OF TALENT MANAGEMENT WITH DEVELOPING SUCCESSORS OF HUMAN POWER OF KERMAN UNIVERSITY OF MEDICAL SCIENCES

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Abstract

Objectives: Today, financial and technological resources are not only enumerated the organization advantage but possessing capable and mighty people may also compensate for lack or imperfection of other resources. In the present competitive status, only those organizations will be successful in obtaining preeminent that have comprehended the strategic role of their human resources and have skillful, knowledge- oriented, qualified, elite and capable human resources. This paper was conducted with the aim of investigating the relation of talent management with developing successors of human resources of Kerman University of Medical Sciences.

Methods: The method used in the present study is of correlation type which was conducted using stratified random sampling method in Military University of Medical Sciences. Also, Ahmadi talent management questionnaire (2012) and Kim developing successors (2006) were used. For data analysis, Pearson correlation test, Kolmogorov- Smirnov test was used.

Results: This study showed that there is a significant and positive relation between talent management and developing successors. Also, there is a significant and positive relation between talent management components (personnel selection, personnel participation, personnel training, and personnel maintenance) and developing successors of human power.

Conclusion: Applying talent management is necessary in any organization in all fields. Since human power of an organization, is considered its greatest wealth, therefore, noticing the personnel talent is very significant since the organizations success depends on the capable and mighty personnel.

Keywords: Developing successors, personnel selection, personnel participation, personnel training, personnel maintenance, talent management.

INTRODUCTION

In recent years that the concept of human resources has been replaced with human asset and knowledge development is considered the most important foundation of human civilization, encountering complicated organizational issues required human talent and knowledge more than advanced instruments^{1,2}. Undoubtedly, attraction and employment of capable and qualified human power is among necessary issues, but studies show that many organizations encounter problems in this field and don't have required potency in maintaining and keeping their personnel as organizational asset. Increasing demand of employers for attracting skillful

forces in one hand and the personnel tendency to seizing and possessing jobs on the other hand, have formed a battle which should be called talents battle. In this battle, successful organizations try to attract and maintain the talents required for their life continuation utilizing suitable procedures, programs and strategies. For this purpose, organizations should know with which needs are encountered at present and in future to be able to identify the potential talents among their personnel according to them, in other words, to be able to manage talents^{3,4,5}. Talent management includes utilizing an integrate series of activities, for securing that the organization could attract and breed its required talents at present and future. The goal is assuring the talent circulation in the organization

remembering this principle that talent is main and major source of each organization. Clearly, the aim of creating a talent management system is the positive impact on individual and organizational staff. One of factors that differentiate the personnel performance from each other is the individuals^{6,7,8}. If for acquiring a skill in an activity, various people stand in similar conditions and situations, we will notice that the existing difference in their performance has been due to the individual internal factors. Human resources in current organizations have a special value; in fact they play the role of strategic assets. Recognizing the personnel abilities and qualifications and managing them for actualizing these capabilities is among serious duties of managers. Experience has shown that the organizations which have noticed their human resources and use talent management have a better performance comparing competitor organizations. Talent management creates this confidence that any of personnel with special skills and talents has stand in suitable job. Moreover, advantages of compensating services are just and even. Also, their job route is clear and acts as an increasing incitation factor for better occupation opportunities. Talents management provides suitable processes and instruments for supporting and empowering managers. In this way, they find out that what expectations they should have from their personnel that this causes improvement of working relationships⁹. As a result, the organization, with investment of talent management in one hand, enjoys return on investment and on the other hand, will have various talents in the organization. In such a condition, the organization benefits from advantages of agile and motivated work force that this, by itself, will lead to organizational efficiency. Ghousi *et al.*, and Vedal *et al.*, in separate studies investigated the role of talent management and concluded that talent management includes consequences like personnel commitment^{6,7}. One of instruments of managing talents and supplying elite forces for the organization main occupations is to create a plan called developing successors. Developing successors is a plan during which suitable people are selected for occupying high order and major management posts of an organization among talented and qualified people. In this process, the organization human talents are identified for occupying main posts in the future and gradually get ready through various training plans for undertaking these jobs and responsibilities. The developing successors plan enables the organizations managers and personnel to define operational and functional standards. The organizations, by implementing the system of developing successors could lower force circulation rate, raise the personnel spirit and guide the most qualified people to the organization key posts. The organization performs developing successors plan with various methods and different combinations and complexities in respect of recognizing talents, nurturing skills and relation with other human resources operations.

The U.S national management academy has provided the following definition about developing successors management: developing successors management is

wider than merely dealing with a list of candidates who want to be replaced in the specified posts, but is a deep and systematic effort for predicting management requirements, identifying a series of talented and high-potency candidates, developing and nurturing those candidates management qualifications in a planned process, learning and then selecting managers among those series of reserves of high-potency and talented managers. In Karol viewpoint, the concept of developing successors points to a regular process by means of which the individual and professional improvement is matched with strategic plan to make sure that there are ready people with correct attitude and skill for completing any vacant post at proper time. If the organizations wish permanence in a competitive and dynamic environment, many requirements should be considered. One of the most important of them is to occupy important management posts. Thomas *et al.*, in their study concluded that personnel empowerment has a direct, positive and significant impact on breeding talent and developing successors⁹. Personnel empowerment has a significant impact on developing successors. The performed studies during past years have emphasized significance of management and developing successors planning. Studies of Hariri *et al.*,¹⁰ Bidmeshki *et al.*,¹¹ Dian Strofni *et al.*,¹² have emphasized the significance of talent management and developing successors by investigating the relation of talent and developing successors. High managers also mention this topic as a main concern. Corn- Free Company through a survey asked managers to evaluate topics that their companies will face in next 5 years. As pioneer companies, they placed management succession after economic issues and strategic planning. Based on the theory of Lester Kouron managers are committed to protect human resources as much as they are committed to loss and profit against shareholders. The performed studies about talent management are mainly towards devising some approaches for optimal use of available resources and specialized knowledge provided for personnel. Talent management in the past has frequently been active in a non-formal state but now is now felt formally in all its required aspects. Since, noticing human resources in Iran doesn't have much record, so talent management subject has less been noticed by managers. Little studies have been performed relating to talent management and developing successors but yet there are many ambiguities in this field which requires performance of many studies in this field. Regarding the expressed issues and also for extending talent management and human forces successors developing, the author decided to investigate a part of these ambiguities and ambiguous points.

METHODS

The present study is considered among applied-developmental studies in respect of objective and the aim of applied studies is to develop knowledge for applying in a special field. This study is descriptive- relational based on method of collecting data. In this method, by investigating current conditions and

collecting more suitable and complete data from human society, a full recognition of the society status at present is obtained. In fact, in this method the author collects data about reality and the results obtained from it are interpreted quantitatively. In this study, the variable of talent management is considered as predictor variable and the developing successor variable as criterion variable^{13,14}. The statistical population of this study includes all staff personnel of Kerman University of Medical Sciences that were totally 500. The number of statistical sample members which have been obtained using Morgan Table and includes 217 persons. In this study, simple random sampling method has been used. In this study, research data is analyzed in two levels of collecting and using SPSS software. A. in descriptive statistical level, from diagrams, frequency distribution Tables and percent relating to demographic features were used. B. in inferential statistics level, appropriate to data assessment and statistical assumptions, Kolmogorov-Smirnov test, Pearson correlation factor was used.

RESEARCH TOOLS

A: Talent management questionnaire: talent management questionnaire was designed by Ahmadi *et al.*⁷. Talent management questionnaire has 28 items and 4 dimensions as follows: talents attraction system, system of evaluating talents discovery, system of developing talents training and system of preserving talents. Items of this questionnaire are scores as 5-option Likert range (quite disagree=1 to quite agree=5). The questionnaire reliability has been obtained through Cronbach's alpha by Ahmadi as 95. In this study the validity has been obtained 85.

B: The questionnaire of developing successors: has been designed by Kim *et al.*, Human power developing successor's questionnaire has 32 items. The items of this questionnaire are scored as a 5-option Likert range (from quite disagree=1 to quite agree=5). In this study, Cronbach's alpha was obtained 82^{15,16}.

RESULTS

Among 209 participants in this study, 149 are men (71%) and 60 women (28.7). the age range of participants in this study is 35 persons in age group of 20-30 years, 78 persons in age group of 31-40, 69 persons in age group of 41-50, 27 persons in age group of above 51 years old. 21 persons have diploma, 20 persons have associate diploma, 90 persons have bachelor's degree, 65 persons have master's degree and 13 persons have Ph.D. degree. In frequency distribution of job record, 64 persons have record below 10 years, 73 persons between 11-20 years and 72 persons between 20-30 years occupational record. Regarding data analysis, since talent management variable and developing successors are in the level of distance assessment, so Pearson correlation coefficient was used. Regarding the SPSS output, Pearson correlation coefficient for these two variables has been 0.64 and the significance rate is less than 0.05 which is less than standard significance level ($\alpha=5\%$). So, the

research hypothesis is confirmed in confidence level 95%, therefore, there is a significance level between two variables^{17,18}. In this hypothesis, the determination factor rate (R^2) has been 41%, in this meaning that talent management has had 41% of developing successors predicting ability (Table 1).

Table 1: The correlation between talent management with developing successors.

The variable statistical index	Correlation factor	R ²	Significance level
Talent management	64.3**	41.3**	0.000
Developing successors			

** $P \leq 0.01$ * $P \leq 0.05$

In this study, since the variable of selecting talented personnel and developing successors are in distance assessment level, so Pearson correlation coefficient has been used. Regarding the SPSS output, Pearson correlation coefficient for these two variables 0.54 and the observed significance number 0.000 is less than 0.05 ($\text{sig} > 0.05$) and the standard significance level ($\alpha=5\%$), so the research hypothesis is confirmed in confidence level 0.95, therefore, there is a significant relation between two variables. In this hypothesis, the determination factor rate (R^2) has become 29%. In this meaning that talented personnel selection has had 29% of developing successors predicting ability (Table 2).

Table 2: Correlation rate between after talented personnel selection with developing successors.

The variable statistical index	Correlation factor	R ²	Significance level
Talent personnel selection	54.5**	29.7**	0.000
Developing successors			

** $p \leq 0.01$ * $P \leq 0.05$

Regarding SPSS output, Pearson correlation coefficient for variable of talented personnel participation and developing successors has been 0.62 and the observed significance number rate 0.000 is less than 0.05 that is less than the standard significance level ($\alpha=5\%$). So the research hypothesis in confidence level 95% is confirmed. Therefore, there is a significant relation between two variables.

Table 3: The correlation rate between talented personnel participation and developing successors.

The variable statistical index	Correlation factor	R ²	Significance level
Talent personnel selection	62.0**	38.5**	0.000
Developing successors			

In this hypothesis, the determination coefficient rate (R^2) is 38%. In this meaning that talented personnel participation is 38% of the ability of developing

successors predicting ability (Table 3). Regarding the following Table, since the variable of talented personnel and developing successors are in distance assessment level; Pearson correlation coefficient has been used. Regarding SPSS output, Pearson correlation coefficient for these two variables has been 0.54 and significance number rate 0.000 is less than 0.05 that is less than standard significance level ($\alpha=5\%$), so the research hypothesis is confirmed in significance level of 95%, so there is a significant relation between two variables. In this hypothesis, the determination coefficient rate (R^2) is 34%. In this meaning that talented personnel training is 34% of developing successors predicting ability (Table 4).

Table 4: Correlation rate between talented personnel dimension with developing successors.

The variable statistical index	Correlation factor	R^2	Significance level
Talent personnel training Developing successors	58.9**	34.7**	0.000

Regarding Table 5, since talented personnel preservation and developing successors are in distance assessment level, and then Pearson correlation coefficient has been used.

Table 5: The correlation rate between preserving and maintaining personnel selection with developing successors.

The variable statistical index	Correlation factor	R^2	Significance level
Talent personnel preservation Developing successors	53.5**	28.6**	0.000

Regarding SPSS output, Pearson correlation coefficient for these two variables have been 0.53 and significance number rate 0.000 is less than 0.05 ($\text{sig} > 0.05$) that is less than standard significance level ($\alpha=5\%$), so the research hypothesis is confirmed on confidence level 95%. Therefore, there is a significant relation between two variables. In this hypothesis, determination coefficient rate (R^2) is 38%, it means that talented personnel preservation is 28% of developing processors predicting ability.

DISCUSSION

The aim of the present study is to investigate the relation between talent management of human forces of Kerman University of Medical Sciences. Regarding the Table, the first hypothesis showed that there is a significant and positive relation between management style and developing successors. In this hypothesis, determination coefficient rate (R^2) is 38%. It means that talent management is 41% of the ability of

predicting successor developing. In explaining these results, we can say that when an organization invest on its talents, provides the ground for suitable successor. Since talent management creates this confidence that any personnel with special talent and skill has located in suitable occupation, also their occupational route is clear and act as an increasing incitation factor for better occupational opportunities inside and outside the organization. Talent management creates suitable processes and instruments for supporting and empowering managers. In this way, the find out what they should expect their personnel that this causes improvement of working relations. As a result, the organization with investment on developing successors, on one hand, will achieve managers, with high situational intelligence, that trust their ability and select the best way when deciding about various occupational issues and on the other hand, will have various talents in the organization. In such a condition, the organization will benefit from advantages of motivated work force that possess self-awareness and self-management. The results of this hypothesis are consistent with the studies of Sayadi *et al.*,¹⁵, Cheraghi *et al.*,¹⁶, Bidmeshki *et al.*,¹¹, Hariri *et al.*,¹⁰, Raman *et al.*,¹⁷, Vedel *et al.*,⁷, Thomas *et al.*,⁹ and Mateso *et al.*,¹⁸. The result of the first secondary hypothesis which had addressed the relation between activities relating to selection of talented personnel with developing successors among personnel of Kerman University of Medical Sciences showed that there is a significant and positive relation between talented personnel and developing successors. In this hypothesis, determination coefficient rate (R^2) is 29%. It means that selecting talented personnel has had 29% the ability of predicting successor's development. In explaining these results, we can say that selection is among primary processes and principles that other organizational results are obtained from it. In a clearer expression, it could be said that the more successful the organizations are in selecting talented personnel, create better perspective in personnel in this respect and could provide better successors for key personnel that the organization requires their knowledge and experience. The more the organization attempts for selecting personnel and utilizes suitable strategies for their selection, will be more successful in employing talented people. This hypothesis is consistent with the following studies. Ghousi *et al.*,⁶, Cheraghi *et al.*,¹⁶, Vedal *et al.*,⁷. In the second hypothesis, the relation between activities relating to talented personnel participation with developing successors among personnel of Kerman University of Medical Sciences was addressed that the results indicated the positive and significant relation between talented personnel participation and developing successors. In this hypothesis, the determination coefficient rate (R^2) has become 38%. This means that personnel participation has 38% the ability of predicting successor's development. In explaining these results, we can say that personnel participation in the organization decisions causes more tangibility of responsibilities and also their more cooperation in implementing their assigned duties. According to Bhatnagar *et al.*, study,

in effective participation of human resources, observing occupational appropriateness in appointment and performance management has a considerable impact and causes reinforcement of internal motivations for personnel¹⁹. This hypothesis is consistent with the following studies, Tahmasbi *et al.*, Sayadi *et al.*,¹⁵, Vedal *et al.*,⁷, Harley Hansen and others²⁰. The results of Table of third hypothesis based on existence of a relation between talented personnel with developing successors among personnel of Kerman University of Medical Sciences indicates the significant and positive relation between talented personnel training and developing successors, in this hypothesis, determination coefficient rate (R^2) is 34%. This means that talented personnel training have 34% the ability of predicting successor's development. In explaining these results, we can say that talented personnel training in the organization is related to providing appropriate successors for key posts. The more the selected elites consider themselves talented and or they are really expert and skillful, they more consider themselves in need of complex and specialized training. According to findings of Berger *et al.*, training and improvement in the organization includes coaching and supervising on job, holding meeting with personnel for current issues, corporative training courses, courses out of the organization, teaching training courses, help from consultant and psychologist and extra activities and since the main aim of training personnel is to obviate performance defects and also improving human resources, this is proportionate to the results of evaluating performance. This hypothesis is consistent with studies of Ghousi *et al.*,⁶, Palangi *et al.*,²¹, Hosseinpour *et al.*,²². The results of the fourth hypothesis confirm the relation between maintaining talented personnel with developing successors among personnel of Kerman University of Medical Sciences. There is a positive and significant relation between talented personnel maintenance and developing successors. In this hypothesis, determination coefficient rate (R^2) is 28%. This means that preserving and maintaining talented personnel 28% has the ability of predicting successor's development²⁴. In explaining these results, we can say that talent preservation and implementing strategies for preventing from personnel desertion is one of principles of accurate management of the organization talents. If an organization wants to manage its talents and elites well, besides creating financial motives, it should notice other motivational and encouraging factors for their preservation, since elite people are not readily replaceable in respect of expertise and experience and passing the process of finding suitable successor leads to imposing extra costs on the organization. Findings of Sayadi *et al.*,¹⁵, Moghli *et al.*, and Yadollahi *et al.*,²³, Hosseini *et al.*,²² are consistent with the results of the present study.

CONCLUSIONS

Applying talent management in all fields including seeking talent, knowing talent, assessing talent, selecting talent, assigning talent and keeping talent are

necessary in any organization. Since human resources are considered the organization's greatest wealth, so noticing personnel talent is very significant, since the organizations success depends on talented and mighty personnel. Therefore, applying talent management provides personnel and is effective in their effectiveness and following that the organization will achieve its objectives. In any case, lack of talent management system, will encounter the organizations with great financial and non-financial loss. One of these losses is lack of suitable successor. Lack of successor's development in the organization creates direct and indirect costs for the organization. Some of direct costs of developing successors are finding new employees, the process of selecting, employing and training. On the other hand, indirect costs of selecting suitable successors include job leaving unoccupied, pressure on other personnel, reduction of work quality, and reduction of the organization phase, learning costs and losing organizational experience or organizational memory. For this reason, noticing personnel talent is important. Talent management plays role in preserving and maintaining talented human resources. In this era which is called era of knowledgeable personnel, the organizations compete based on their personnel talent and skill and by maintaining the most talented personnel, the best means of securing the competitive advantage is created that in this case, the organization obtains the advantages of motivated and agile personnel.

Regarding that talent management believes that talented people play a principal role in the organization success, this could have an important role in maintaining the success of talented human resources by facilitating occupational route advancement and effective implementation of talent management strategy and also selecting and making talented personnel ready for key posts. Keeping personnel has a very close link with management system of the organization performance. Noticing challenges and expectations of these people is very significant for their maintenance, that in this regard, codifying a kind of meritocracy is one of main approaches.

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AUTHOR'S CONTRIBUTION

Ghavam A: leadership and oversight of the design and implementation of the research activity. **Hajebi NM:** data collection, writing: preparing the first draft. **Alvaani J:** visualization and research. The final manuscript was read and approved by all authors.

DATA AVAILABILITY

Data will be made available on request.

CONFLICT OF INTEREST

None to declare.

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