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Identifying the Effective Factors of Talent Management (Case Study: Farhangian University in the South of Country)

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Research Paper

Abstract

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Purpose: Talent management is one of the effective strategies to improve the performance of organizations and accordingly, the present study was conducted with the aim of identifying the effective factors of talent management in Farhangian University in the south of country.

Methodology: This study in terms of purpose was applied and in terms of implementation method was mixed (qualitative-quantitative). The community of the qualitative part was experts included talent faculty members in the field of educational management and senior managers of Farhangian University in the south of the country, which according to the theoretical saturation principle number of 13 people of them were selected by purposive sampling method. The community of the quantitative part was faculty members and staff of Farhangian University in the south of country with number of 399 people, which according to Krejcie and Morgan table number of 196 people of them were selected by stratified random sampling method considering the ratio of the province of work. Data were collected through semi-structured interviews and researcher-made questionnaires and analyzed by methods of coding in MAXQDA software and factor analysis in SPSS and PLS software.

Finding: Findings showed that the effective factors of talent management in Farhangian University had 51 open codes in three axial codes of internal conditions (with 16 open codes), structural conditions (with 17 open codes) and organizational processes (with 18 open codes). Other findings showed that the factor load of all open codes or indicators was higher than 0.50 and for the effective factors of talent management in Farhangian University were identified three factors of internal conditions, structural conditions and organizational processes, which their validity and reliability was suitable and these three factors were able to explain 58% of the total variance. Other findings showed that the effective factors of talent management in Farhangian University had a significant effect on all three factors of internal conditions, structural conditions and organizational processes ($P < 0.05$).

Conclusion: According to the identification of three factors of internal conditions, structural conditions and organizational processes for effective factors of talent management in Farhangian University and their approval in a quantitative part, to desired talent management in the university can be action through identified indicators according to three factors of internal conditions, structural conditions and organizational processes and provided the basis for improving the performance of higher education organizations, especially Farhangian University.



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Detailed abstract

Purpose: In today's competitive environment, the issue of attracting and maintaining talents has become very difficult, and the reason why organizations emphasize on attracting the right people for the right jobs and at the right time is the transformation of the industrial age into the age of intellectual capital. Today, organizations compete based on the skills and talents of their employees, and they know that by attracting and maintaining the best and most talented employees, they can improve their organization's position compared to other organizations. In competitive and complex environments, top talents provide a reliable way to sustain competitive advantage in the organization, and talented employees can increase productivity, efficiency and competitive advantage in the organization through their strategic abilities. Today's organizations need creative, flexible and responsive people for their management, and it is very difficult to identify, attract and keep such people in the organization. Therefore, successful organizations in today's competitive world are trying to create opportunities to attract top talent and nurture and retain them. Organizations are managed by people and it is the talent of the people of the organization that determines and guarantees the success of the organization. A group of consultants coined the term war for talent in the 1990s, which quickly became popular in the HR field. The war for talent encourages organizations to take strategic approaches to talent management, and due to the lack of talented human resources, organizations are forced to compete to attract the talents they need and retain them. The concept of war for talent management intensifies the organization's efforts to build, attract and retain top talent. Using talent management strategy, successful organizations seek to improve their strategies, procedures and policies in such a way that they can attract and maintain the talents necessary for the continuation and promotion of their organization and develop them. Talent management is one of the effective strategies to improve the performance of organizations, and based on this, the present research was conducted with the aim of identifying the effective factors on talent management in Farhangian University in the south of the country.

Methodology: This study was applied in terms of purpose and mixed (qualitative-quantitative) in terms of implementation method. The qualitative community of talent management experts included the faculty members of the educational management field and the senior managers of South Farhangian University, and 13 of them were selected by purposive sampling according to the principle of theoretical saturation. The population of the quantitative part was 399 faculty members and employees of Farhangian University of South of the country, of which 196 people were selected by stratified random sampling according to the ratio of the workplace province. The process of carrying out the current research was that first, with the help of professors, talent management experts, including faculty members of educational management and senior managers of South Farhangian University, a number of them were selected as samples and after their consent to participate in the research from the samples of the department Kafi was asked to participate in the interview. The interview questions were also designed with the help of professors and based on the theoretical foundations of talent management, which included five main questions and a number of sub-questions. The interviews were conducted individually, and based on the interviews, a questionnaire was made, and then the quantitative sample, i.e. faculty members and employees of South Farhangian University, were identified and determined. After their agreement to participate in the research, the samples of the quantitative section were asked to answer the researcher-made questionnaire. Finally, the questionnaires were collected by the faculty members and staff of South Farhangian University and prepared to be entered into the computer. The research tool in the qualitative part was a semi-structured interview with five main questions and a number of sub-questions. The interviews were conducted individually with talent management experts, including faculty members of the educational management field and senior managers of Farhangian University in the south of the country, and as previously coordinated with them, in addition to noting key points and checking their accuracy through rereading for the interviewees, the entire interview process the review was recorded. To check the psychometric indicators of the interviews, it showed that their validity was estimated by the triangulation method and their reliability was estimated by the coefficient of agreement between two coders (0.81). Also, the research tool in the quantitative part was a researcher-made questionnaire with 51 items; each item was scored according to the five-option Likert scale from one to five. The score of the tool was calculated with the total score of the items and the score of each dimension or component was calculated with the total score of the items of that dimension or component, and a higher score indicated a more favorable state of talent management or its dimensions and components. To check the psychometric indices of the questionnaires, it showed that their validity was

estimated by factor analysis method and their reliability was estimated by Cronbach's alpha and suitable combination methods.

Findings: The findings showed that the factors affecting talent management in Farhangian University had 51 open codes in three core codes of internal conditions (with 16 open codes), structural conditions (with 17 open codes) and organizational processes (with 18 open codes). Other findings showed that the factor loading of all the open codes or indicators was above 0.50 and for the effective factors on talent management in Farhangian University, three factors of internal conditions, structural conditions and organizational processes were identified, whose validity and reliability were appropriate and these three The factors were able to explain 58% of the total variance. Other findings showed that the factors affecting talent management in Farhangian University had a significant effect on all three factors of internal conditions, structural conditions and organizational processes ($P < 0.05$). According to the identification of the three factors of internal conditions, structural conditions and organizational processes for factors affecting talent management in Farhangian University and their confirmation in the quantitative section, for optimal talent management in the university, it is possible to use the indicators identified according to the three factors of internal conditions, conditions took structural and organizational processes and provided the basis for improving the performance of higher education organizations, especially Farhangian University.

Conclusion: In line with the effective factors in the field of internal conditions, it can be stated that managers' belief in the impact of talent management in gaining a competitive advantage and the scientific use of existing talents in the organization can bring the field of meritocracy to the university, and this is important along with performance commitment. Managers, justice-oriented and non-discrimination among the members of the organization are done to develop a supportive organizational culture. Universities can take effective steps to institutionalize talent management by using human resources and according to their skills and abilities, ranking employees based on scientific indicators, continuous performance evaluation, creating a suitable work environment, holding counseling classes and benefiting from creative and innovative managers. . Also, in line with the effective factors in the field of structural conditions, it can be stated that the university needs to create opportunities for growth in organizational positions, a comprehensive system of organizational promotion, increasing university facilities, developing innovation and creativity at the organizational levels, which is important in the shadow of identifying the current situation of managers and The members of the organization are realized according to their abilities and knowledge level, and because of that, a favorable image of the human resources force can be drawn in the future. Another important point is that the university can take effective measures for talent management by developing social networks, setting up educational workshops to develop organizational training, managing intellectual capital, developing organizational socialization processes, and using web-based management. In addition, in line with the effective factors in the field of organizational processes, it can be stated that the leveling of existing talents and the coordinated distribution of elites at organizational levels provides the field of talent management in the university, and this is important in the first place by holding a job interview to get to know the current level of talent. It is realized that the members of the organization will attract highly skilled people and improve the method of selection according to scientific principles. The university can evaluate and monitor the efficiency and effectiveness of human resources and their psychological empowerment by using the system of criticisms and suggestions and soliciting opinions from employees at all levels, and in this process, by speeding up the development of organizational talents, organizational agility, and the development of the approaches of responsive organizations Fast and information and communication management took effective steps to manage talent in the university

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