



Exploring the relation between talent management strategies and organizational success

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ABSTRACT

The goal of this research is to examine and explore how the talent management strategies including evaluate and understand the organizational business model, select people and evaluate system help to achieve organizational success, it depends on a theoretical basis. The research was based on a descriptive and analytical method, relying on the questionnaire in data collection, and analyzing the data using linear regression, as a result of this work research findings emphasis that the impact of talent management strategies on organizational success is a positive, as it enables the organization to achieve its goals and objectives.

Keywords: *Talent Management Strategies, Evaluate and Understand Organizational Business Model, Select People, Evaluate System, Organizational Success.*

1. INTRODUCTION

Organizations are looking at success factors in a highly complex environment. This is a critical factor, and organizations are trying to find a suitable solution (Harris, 2005), one of the key pillars to organizational success in the current global competitive marketplace is talent management (Collings & Mellahi, 2013). With a steady increase in the level of organizational challenges of workforce management and their consequent abilities to favorably compete for talents, different organizations find it quite cumbersome and brain-numbing to enhance their operational efficiency and relative competitive advantages (Willens, 2009). Besides being a primary component in the current business economy, effective talent management has also been quite indispensable in ensuring that organizations retain their desired levels of productivity for maximization of their returns (Deng, 2017). Nevertheless, talent management is quite complex and requires extensive organizational input if any success is desired. Ideally, it is affected by a number of external organizational factors including the economy, domestic and global expansion, mergers and even acquisitions notwithstanding. According to Armstrong (2009), effective organizational talent management ensures that an organization acquires the talented people suitable to its production mandates and expectations. This implies that the entire process of developing and implementing a talent management strategy in an organization involves high-quality management as well as an adequately functioning human resource system entailing leadership from the top as well as from the senior managers.

Talent refers to individuals with high potential, knowledge, and skills that enable them to successfully lead, transform and change within the organization (Singapor, 2001), a good organizational talent management system requires adequate analysis of critical factors within an organization. These include aspects such as the alignment of organizational strategic goals and the management of human resources (Mupepi, 2017). Ideally, one of the foremost steps in enhancing talent management is the understanding of the internal organizational workforce and ensuring adequate talent flow for optimum organization of resources (Kasemsap, 2017). Accordingly, workforce planning requires extensive and comprehensive modeling of organizational staffing by considering the code levels of hierarchy, organizational career rules for exiting and entering a particular position as well as the involved parameters such as costs, tenure, and supply and demand. It is only through an extensive focus on high talents recruitment and retention that an organization can realize expected organizational performance (Tucker, 2009). In most instances, for example, better organizational performance is defined by reduced instances of internal competition and enhanced organizational teamwork. Organizational teamwork, in turn, defines the absence of negative shackles such as undervaluing of employees and creating a self-fulfilling system of advanced competence (Lewis & Heckman, 2006). This can only be achieved through the application and implementation of employee talents in training, developing and redirecting organizational resources through bringing new talents at the expense of trying to fix chronic organizational issues. Additionally, this strategy serves a crucial purpose in eradicating the culture of arrogance and invincibility among organizational employees. Consequently, a better decision-making process is achieved and organizational performance is enhanced.

According to the SHRM's 2006 Talent Management Report Survey, approximately 53% of global organizations have an aspect of initiative for managing talents. This implies that talent management is one of the top priorities for the majority of firms wishing to advance their performance and competitive advantages. This initiative is additionally supported by the implementation of

appropriate talent management strategies which come in handy in attracting, developing and retaining the required supply of workplace talents (Mupepi & Boachie-Mensah, 2010). In a research conducted by Collings and Mellahi in 2009, some of the greatest global challenges facing organizations are the ability to attract, retain and develop the right people required for increasing their competitive advantage. This implies that there is a resulting substantial slowed growth in the economy as well as well the basic structures required for enhancing organizational performance in the respective countries (Oppong, 2017). Therefore, adequate management of organizational talents is quite indispensable to the success of an organization and cannot be underscored.

2. CONCEPTUAL FRAMEWORK

In order to achieve the purpose of this research, a conceptual framework has been proposed as it shown in chart 1.

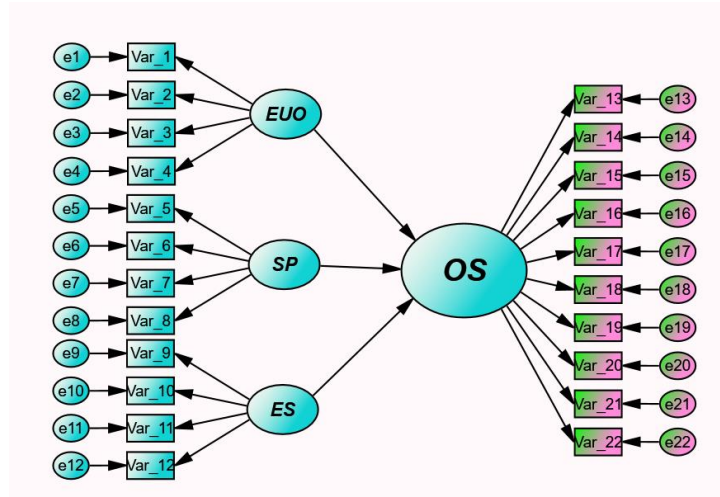


Chart 1 Conceptual Framework

3. MATERIALS AND METHODS

The study tool has been developed and introduced by a questionnaire in order to collect data about the variables of the study after a comprehensive review of the literature and studies related to the subject of the study

A statistical analysis was carried out to determine the outcome of this research question regarding the impact of talent management strategies on organizational success. In this regard, two key variables were used in testing the hypothesis of the research question, which was talent management strategies as the independent variable, and organizational success as the depended variable. The researchers used the questionnaire approach to collect the primary data required in analyzing the research question (Shah & Mahmood, 2013). There were 3 dimensions of each variable, each with a total of 15 questions that the research participants had to respond to. In this case, the variable of talent management strategies centered on key features such as evaluate and understand organizational business (EUO) model, select people (SP) and evaluate system (ES), while the variable of organizational success centered on key features with ten items.

The statistical analysis conducted on this particular research study used both descriptive as well as analytical statistics to confirm the reliability, validity and the regression of the two key variables. According to Ahmadpoor, Yektayar & Nazari (2014), the focus of the validity analysis was in relation to the data collected, and whether or not the data was valid to cover the demands raised by the research question. As for reliability, the focus was on the source of the data, in this case referring to the participants of the research study, most of whom were university professors. Therefore, it would be appropriate to assume that the responses they gave in the questionnaires were valid as well as reliable ones considering the fact that they were actively involved in shaping the success of their respective organizations.

4. FINDINGS

The results of the descriptive analysis in table 1 indicated that the most important element was the element (evaluate and understand organizational business model). It recorded a weighted mean value (4.20), a standard deviation (0.575), a standard error (0.055), and (select people) was the second element with the weighted mean (3.98), the standard deviation (0.560), the standard error (0.053), the third element of the relative importance being the element (evaluate system) which recorded a weighted median value (3.94), a standard deviation (0.459), a standard error (0.066), in total xxx indicated weighted mean value (3.98), a standard deviation (0.459), a standard error (0.044), and organizational success indicated weighted mean value (4.02), a standard deviation (0.451), a standard error (0.043), and the median recorded a good and positive value ranging between (4.00 - 4.20).

Table-1: a descriptive analysis of data

	EUO	SP	ES	TMS	OS
Mean	4.2037	3.9852	3.9463	3.9818	4.0278
Std. Error of Mean	.05538	.05397	.06639	.04419	.04341
Median	4.2000	4.0000	4.0000	4.0000	4.0800
Mode	4.00 ^a	4.60	4.40	4.50	4.12
Std. Deviation	.57550	.56084	.68990	.45927	.45114
Variance	.331	.315	.476	.211	.204
Range	2.40	2.80	3.20	2.45	2.16
Minimum	2.60	2.00	1.80	2.50	2.72
Maximum	5.00	4.80	5.00	4.95	4.88
Sum	454.00	430.40	426.20	430.03	435.00

The findings of the research study according to regression analysis in table 2 show that talent management strategies have a significant positive impact on the success of the organization. This is especially considering the results obtained from the regression analysis pitching talent management strategies against organizational success. In this analysis, various features of talent management strategies were contrasted against organizational success to provide a clear understanding as to how the two affect one another in an organizational construct (Men, 2010). The first feature was the impact of evaluating and understand organizational business model as part of talent management strategies over the organizational success. The result below shows that select people have a direct impact on the organizational success. Beta value (0.522), and the value of the (R²=0.421).in this case, the results obtained proved that talent management strategies in terms of select people were equally instrumental in promoting organizational success. the second analysis featured evaluate and understand organizational business model and organizational success, Beta value (0.483), and the value of the (R²=0.380).as the evaluate and understand organizational business model within the organization resulted improved the overall performance of the organization, The third feature was the impact of evaluating system as part of talent management strategies over the organizational success. The result below shows that evaluate system has a direct impact on the organizational success, Beta value (0.393), and the value of the (R²=0.361). as the evaluate system within the organization resulted improved the overall performance of the organization.

As a general result, the results indicate that talent management strategies directly affect organizational success. Beta value (0.800), and the value of the (R²=0.663).

Table2: Regression analysis of xxx and organizational success

	α	β	Std. Error	T	F	R	R square	sig
EUO	1.995	0.483	0.060	8.066	65.063	0.617	0.380	0.000
SP	1.949	0.522	0.059	8.771	76.214	0.648	0.421	0.000
ES	2.478	0.393	0.051	7.733	59.151	0.601	0.361	0.000
TMS	0.843	0.800	0.055	14.414	208.214	0.814	0.663	0.000

5. DISCUSSION AND CONCLUSION

In this case, it is worth noting that appropriate talent management strategies are instrumental in promoting organizational success. The reason for this assertion is anchored on the fact that employees of the organization are the ones who possess the talent that the organization’s executives need to manage. Therefore, since the employees play a critical role in determining the success of each organization, Where an individual is an effective tool in achieving organizational success (Pfeffer & Veiga ,1999). And selecting good people to lead to success (Seibert et al., 2001) it is evident that if they are select and management properly they will be willing and able to deliver top quality services to the organization, and as such, results in organizational success. In this regard, it is worth noting that an organization is just as strong and successful as its workers and team of employees. Also weak evaluation and understanding organizational business model will lead to poor results (Hollenbeck & Mannor, 2007) and losses for the organization vision, while a good understanding will lead to great results and profitability of the organization. (Zaccaro,2001) in addition to providing an evaluation of the system with the availability of its elements that work efficiently, will reflect positively on the outputs, as well as the quality of outputs. Therefore, it is advisable from this analysis for organizations to adopt proper talent management strategies in order to promote their productivity in terms of delivering on their duties and responsibilities at the organization. Consequently, it is clear from the research findings that the impact of talent management strategies on organizational success is a positive, as it enables the organization to achieve its goals and objectives.

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