



Investigating the Status of the Components of Intra-Organizational Factors and Strategic Talent Management

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Abstract

Internal factors can be both considered as an opportunity and as a constraint for the talent management process in organizations. The purpose of this article is to investigate the status of the components of intra-organizational factors and their relationship with strategic talent management by structural equation modeling approach. This research is descriptive of correlation type in terms of nature, and applied in terms of purpose, and survey in terms of method. The statistical population of the research is the managers and employees of Islamic Azad Universities of Sistan and Baluchestan province that 194 people were selected using stratified sampling method. In order to collect data, researcher-made questionnaires based on the study of literature and articles were prepared. The face and content validity of the questionnaires were confirmed based on the opinion of the subject experts. Cronbach's alpha coefficient of the variables was also estimated to be higher than 0.7 which indicates the internal coordination of items and the confirmation of reliability. In order to analyze the data, one-sample t-test was used by applying SPSS software and structural equations modeling using PLS software. The results showed that the components of organizational structure, leadership style, organizational culture, individual abilities and motivators are at the desired level (higher than the measured average limit). There is a positive and significant relationship between the dimensions of intra-organizational factors and strategic talent management at a significance level of less than 0.05.

Keywords: Intra-Organizational Factors, Motivation, Organizational Culture, Strategic Talent Management, Azad University.

Introduction

The increasing focus on effective management and organizational position is one of the most important developments in organizational human resources in the last decade. The reason for these successes is the focus on brilliant talents management, and talent management is considered as the source of organizational success (Huselid, 1995). The prerequisite for a developed society is to have developed organizations, and developed organizations also gain their real power and authority through the presence of specialized human

resources, as strategic assets. Human beings, by having the greatest source of power, namely thinking, can create the excellence of movement and the growth of organizations. Intensive competition has made it very difficult to maintain a competitive advantage in the long term. Considering many challenges ahead, organizations need elites to gain competitive advantage to encounter this complex environment. Therefore, in recent years, the issue of talent management has been proposed as a key management activity more than before (Cappelli & Keller, 2016).

Talent management assures the organization that the competent people with the proper skills are located in the proper job position to achieve the expected business goals. In fact, talent management includes a complete set of processes to identify, employ and manage people in order to successfully implement the business strategy required by the organization. These processes, which are effective in the life cycle of employees, are divided into three main areas of recruiting, retaining and developing talents (Guy & Sims, 2009).

Human resources are considered as the capital of organizations and it has been specified that human capital is the factor for the survival of organizations in competition. With the complexity of the environment, the diversity of cultures and occupations in organizations, the role of human resources has gradually changed too. Today's organizations require creative, flexible and accountable forces, and on the other hand, identifying, recruiting and retaining talented and elite people in the organization have become much more difficult than before. Dynamic organizations to operate in this competitive world are trying to create opportunities to recruit these talents, and organizations that fail to adapt their human resources to today's norms will be doomed to inexistence. Managers in various parts of the world are facing the changing nature of work and need forces to adapt themselves to these changing conditions. In order to maintain and preserve these elite forces, organizations will have to make careful planning in the future to identify and encourage them in a timely manner (Gholipour & Eftekhari, 2016).

Nowadays most organizations face a talent crisis for reasons such as the reduction of available talents, poor position for retaining outstanding talents, employees' return rate increase, and poor human resource strategies such as service and benefits compensation (Phillips & Roper, 2009). Organizations have used systematic and planned approaches to recruit, select, develop and retain talented

employees in order to maximize productivity and efficiency (Hughes & Rog, 2008).

Internal factors can be considered both as an opportunity and as a constraint for the talent management process. According to a research by (Babaei Meybodi & Barkhordari Ahmadabadi, 2019), firstly the cooperation and participation of senior managers with this process and secondly the alignment of talent management with the strategic goals of the company were identified as the most important internal factors affecting talent management (Hughes & Rog, 2008).

Some of the intra-organizational factors are as follows: organizational structure is the method whereby organizational activities are divided, organized, and coordinated. Organization creates structures to coordinate the activities of agents doing the job and control the tasks of members (Ghaffari et al., 2018).

Management and the leadership styles of the success of an organization in realizing its goals depend on how effective management and leadership styles are applied. The manager in the role of organization leadership can choose different styles in directing the human resources; researches have shown that the leadership style of managers has relationship with the effectiveness, efficiency and productivity of organizations (Tahmasebi et al., 2018).

Organizational culture is a system consisting of values (what is important and what is not important) and beliefs (how people act and how people do not act) that interact with human resources, organizational structure, and control system, and thus builds behavioral norms in the organization (Shojaei, 2008).

As it is also mentioned in the definition of talent management, talent more than anything else means the inherent ability and internal capability in a particular field. Contrary to the skills that can be learned, capabilities arise from the inside of individual and are therefore unique (Buckingham & Vosburgh, 2001).



Motivation is a mental state of human that equips him in a certain direction and forces him to perform certain behaviors (Lewis & Heckman, 2006). The important point in this definition is the existence of an inner state that motivates a person to do a task and we can call it motivation which is considered as an internal factor. Therefore, motivation is an internal factor that makes human beings move, and incentive is a state that affects human beings due to the intervention of motivation (Shojaei, 2008).

Considering the importance of identifying the indicators affecting the talent management process, the purpose of this article is to investigate the status of the components of intra-organizational factors and their relationship with strategic talent management by structural equations modeling approach.

Research History

(Alavi & Hosseini Monjezi, 2019) have conducted a research entitled "Identifying and ranking factors affecting organizational agility from the perspective of talent management in Isfahan Steel Company". In the conducted ranking, leadership support is the most important factor and the factors of employees' satisfaction, decision-making power, employees' empowerment, career turnover, training and the reduction of bureaucracy are respectively considered as the most important factors of agility from the perspective of talent management.

(Babaei Meybodi & Barkhordari Ahmadabadi, 2019) conducted a research entitled "Investigating the relationship between strategic talent management and organizational commitment and the job satisfaction of employees of the Social Security Organization of Yazd Province". The results showed that there is a direct and significant relationship between strategic talent management and organizational

commitment with a path coefficient of 0.701 and job satisfaction with a path coefficient of 0.852 and based on regression coefficients, strategic talent management can predict organizational commitment and job satisfaction. It can therefore be concluded that by using strategic talent management in the Social Security Organization, the organizational commitment and job satisfaction of employees can be increased.

(Gholipour & Eftekhar, 2016) in a research entitled "Presenting a talent management model by the grounded theory method (case study: mobile phone operator)" concluded that the design of this model by showing the current state of talent management in the organization can pave the way to move towards the desirable situation of talent management and, in addition, can enrich the literature of this field, considering the individual, organizational and cultural dimensions of talent management.

(Ghaffari et al., 2018) in a research entitled "Factors Affecting Talent Management with Emphasis on Internal Reward in the Barfab Factory of Shahrekord" showed that the three factors of social responsibility, management support and performance management affect talent management, and also talent management affects internal reward, job satisfaction, organizational success and the reduction of tendency to leave the organization.

(Emadi, 2015), in a research entitled "Case study to investigate talent management and its relationship with leadership style in Iran Telecommunication Researches Center" achieved the following findings: 1- At a significance level of 99% Pearson correlation coefficient between leadership style and retaining and preserving talents, as well as between the leadership style and the education and development of talents, has been in the same direction and of positive type, 2- Pearson correlation coefficient between authoritarian

leadership style and retaining and preserving talents and authoritarian leadership style and education and development has been reverse and of negative type; between participatory leadership style and retaining and preserving talents and participatory leadership style and education and development has been in the same direction and of positive type; between the delegated leadership style and retaining and preserving talents and the delegated leadership style and the education and development of talents has been in the same direction and of positive type.

(Guy & Sims, 2009) in their article entitled "Talent Management: Conceptual Approaches and Practical Challenges" stated that the scope of talent management challenges including the challenges of the work force of free market consisting of paid reward and management uncertainty are the challenges of new models of employees' job mobility within the organization and the challenge of the return on investment in talent management.

(Cappelli & Keller, 2016) in a study addressed interdisciplinary revision of the concept and operating and measuring talent. In this study, they identified the two dimensions of emotional and ability as components to explain the concept of talent, that the dimension of ability is explained by systematic development and internal ability, and the emotional dimension is explained by motivation and interests.

(Huselid, 1995) in a research examined the "Relationship between talent management and organizational success". The results indicated that early talent management and talent management activities and organizational evaluation and motivational factors and organizational success have a positive relationship, but the identification of organizational talent and performance and organizational planning has no significant relationship with organizational success.

(Shojaei, 2008) in another research entitled "Talent Management of Western Companies

in China" using a qualitative approach analyzed the findings obtained from case studies in seven Chinese-based companies. This research sought to find out how these companies distinguish, train and develop talented individuals. The research results showed that these companies use the talent management process with little changes and with regard to Chinese culture. Nevertheless, the talent management strategy has not still been implemented completely.

Methodology

This research is descriptive and of correlation type in terms of nature, and is applied in terms of purpose and is survey in terms of method. The statistical population of the research is the managers and employees of Islamic Azad Universities of Sistan and Baluchestan province, the number of whom at the time of research has been 829 people, and 194 people have been selected by stratified sampling method among 7 Islamic Azad universities. In order to collect data, a researcher-made questionnaire was prepared based on the study of literature and articles. Strategic Talent Management Questionnaire with 83 questions and components; talent recruitment system, talent selection, talent utilization, talent development, retaining and preserving talent in the form of Likert's 5-degree spectrum from completely agree to completely disagree, intra-organizational factors questionnaire with 25 questions and components; organizational structure, leadership style, organizational culture, individual abilities, and motivators were used in the form of Likert's 5-degree spectrum from very low to very high. The face and content validity of the questionnaires were confirmed according to the opinion of the subject experts. Cronbach's alpha coefficient of variables was also estimated to be higher than 0.7, which indicates the internal coordination of items and the confirmation of



reliability. In order to analyze the data, one-sample t-test was used by applying SPSS software and structural equations modeling using PLS software.

Results

Hypothesis 1: The components of intra-organizational factors in the population under study are in desirable situation.

According to the results obtained from (Table 1), it can be said that in the population under study, all components of intra-organizational factors are at the desired level (p-value <0.05). In other words, according to the mean obtained for these components, it can be said that the components of organizational structure, leadership style, organizational culture, individual abilities and motivators are located at the desirable level (higher than the measured average limit).

Table 1. Status of the Components of Intra-Organizational Factors in the Population under Study

Component	Mean	Standard Deviation	Theoretical Mean=3.00	
			T Statistics	P-Value
Organizational Structure	3.49	0.71	9.60	0.001
Leadership Style	3.62	0.70	12.24	0.001
Organizational Culture	3.68	0.78	12.09	0.001
Individual Abilities	3.62	0.78	11.10	0.001
Motivators	3.69	0.73	13.25	0.001

Hypothesis 2: There is a relationship between the organizational structure component and strategic talent management.

Hypothesis 3: There is a relationship between the leadership style component and strategic talent management.

Hypothesis 4: There is a relationship between the organizational culture component and strategic talent management.

Hypothesis 5: There is a relationship between the individual abilities component and strategic talent management.

Hypothesis 6: There is a relationship between the component of motivators and strategic talent management.

According to (Table 2), Cronbach's alpha and the composite reliability of the research variables are greater than 0.6, which indicates the appropriate reliability of the research variables.

Table 2. Reliability of Measurement Tool (Questionnaires)

Variable	Cronbach's Alpha	Composite Reliability (CR)
Organizational Structure	0.730	0.820
Leadership Style	0.687	0.794
Organizational Culture	0.849	0.887
Individual Abilities	0.543	0.727
Motivators	0.597	0.790
Talent Recruitment System	0.539	0.643
Talent Selection	0.800	0.841
Utilizing Talent	0.898	0.457
Talent Development	0.918	0.929
Retaining and Preserving Talent	0.915	0.926
Acceptable Value	>0.6	>0.6

According to (Table 3), the average variance extracted (AVE) for the research variables, is calculated at least equal to 0.4, so the

questionnaires used have a proper convergent validity.

Table 3. Convergence of Measurement Tool (Questionnaires)

Variable	Average Variance Extracted (AVE)
Organizational Structure	0.439
Leadership Style	0.413
Organizational Culture	0.508
Individual Abilities	0.408
Motivators	0.565
Talent Recruitment System	0.477
Talent Selection	0.443
Utilizing Talent	0.485
Talent Development	0.445
Retaining and Preserving Talent	0.461

The values in (Table 4) show that the square root of the coefficients of AVE of each structure is greater than the correlation coefficients of that structure with other

structures, the point that indicates the acceptability of the divergence validity of the structures.



Table 4. Divergent Validity of Measurement Tools (Questionnaires)

Variable	1	2	3	4	5	6	7	8	9	10
• Organizational Structure	0.66									
• Leadership Style	0.56	0.64								
• Organizational Culture	0.61	0.59	0.71							
• Individual Abilities	0.52	0.56	0.57	0.64						
• Motivators	0.46	0.48	0.38	0.54	0.75					
• Talent Recruitment System	0.15	0.11	0.17	0.19	0.35	0.69				
• Talent Selection	0.58	0.19	0.19	0.26	0.48	0.45	0.67			
• Utilizing Talent	0.21	0.27	0.29	0.33	0.16	0.35	0.45	0.70		
• Talent Development	0.34	0.39	0.49	0.48	0.33	0.65	0.64	0.23	0.67	
• Retaining and Preserving Talent	0.27	0.36	0.38	0.43	0.21	0.65	0.42	0.61	0.35	0.68

In (Figure 1) and (Figure 2) the results of model fit have been shown.

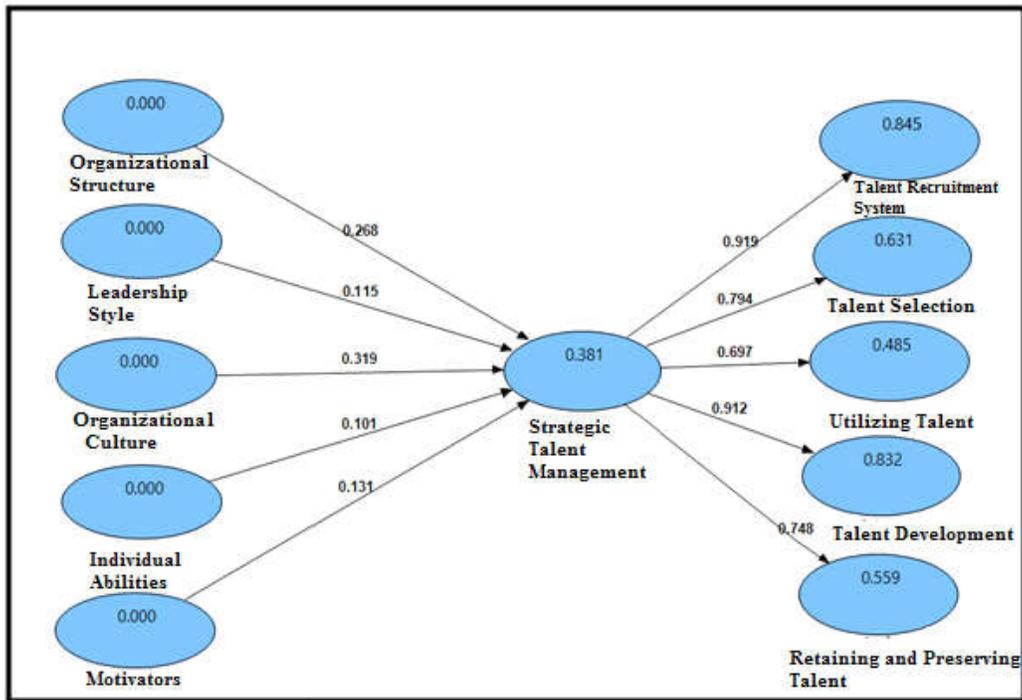


Figure 1. Path Coefficients of the Research Model

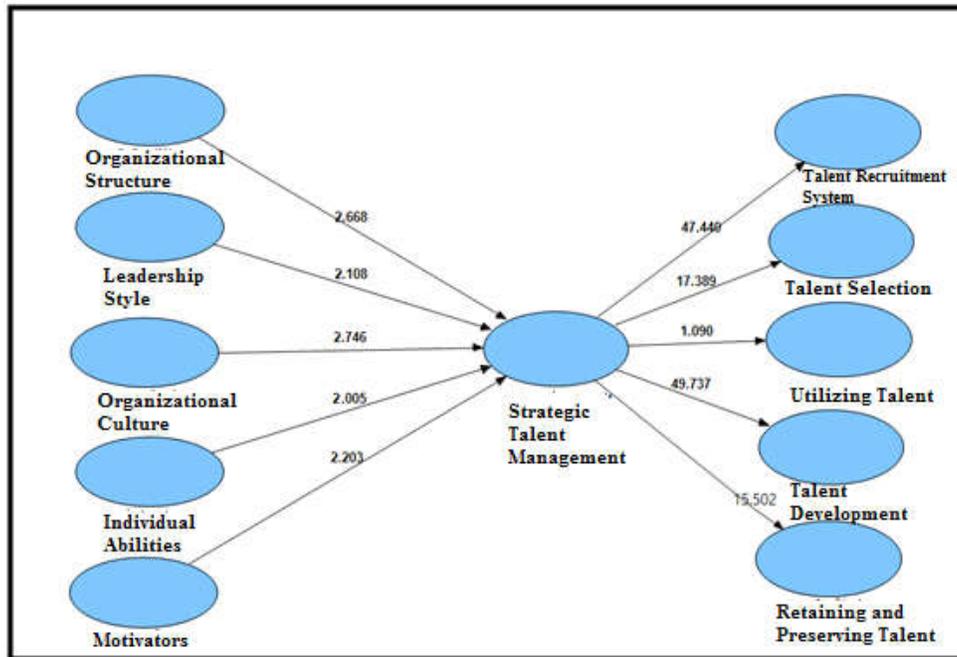


Figure 2. Significance of T-Statistic in the Research Model

According to the results obtained from (Table 5), there is a relationship between the dimensions of organizational structure, leadership style, organizational culture, individual abilities and motivators and strategic talent management (p-value <0.05). The relationship between all components

under investigation and strategic talent management is of incremental (direct) type. Also, according to the path coefficients, it can be said that the intensity of the relationship between organizational culture and strategic talent management is more than other components under investigation.

Table 5. Test Results of Research Hypotheses

Hypothesis	Path Coefficient	T Statistics	Result	Relationship Type
Organizational Structure → Strategic Talent Management	0.268	**2.668	Confirmed	Incremental
Leadership Style → Strategic Talent Management	0.115	**2.118	Confirmed	Incremental
Organizational Culture → Strategic Talent Management	0.319	**2.746	Confirmed	Incremental
Individual Abilities → Strategic Talent Management	0.101	**2.005	Confirmed	Incremental
Motivators → Strategic Talent Management	0.131	**2.203	Confirmed	Incremental



Discussion

According to the obtained results, it can be said that in the population under study, intra-organizational factors are located at the desirable level (p-value <0.05). In other words, according to the obtained mean for this variable, it can be said that the status of intra-organizational factors in the population under study has been located at the desirable level (higher than measured average limit). This indicates that in the population under study, to some extent, the cases affecting the strategic talent management in the organization are identified and are acted. In order to be more effective, the process of these factors should be explained more and institutionalized for everyone so that employees and faculty members believe that they can be identified and be upgraded in their organization.

According to the results, intra-organizational factors have relationship with strategic talent management (p-value <0.05). This relationship is of incremental (direct) type. In other words, with the increase and improvement of intra-organizational factors in the Islamic Azad universities of Sistan and Baluchestan province, the strategic talent management will also be improved.

According to the obtained results, there is a relationship between the dimensions of organizational structure, leadership style, organizational culture, individual abilities and motivators and strategic talent management (p <0.05). The relationship between all components under investigation and strategic talent management is of incremental (direct) type. Also, according to the path coefficients, it can be said that the intensity of the relationship between organizational culture and strategic talent management is more than other components under investigation.

Conclusion

Due to the existence of many factors affecting the intra-organizational dimensions, the components studied in this research were considered based on the opinion of sample size including organizational structure, leadership style, organizational culture, individual abilities, motivators, and risk-taking. In the intra-organizational dimension, senior and top organizational managers who compile and explain organizational principles should not look only at the realization of high organizational goals through a specific and predetermined system and procedure because the lack of flexibility in this predetermined path creates a systematic bureaucratic and structural view without considering intra-organizational resources, which weakens the spirit of cooperation, collaboration and trust in the organization's human resources. For this reason, in order to compile plans with a newer look at the past and paying attention to the abilities and skills of each one of the employees and delegating the authority to each of them to choose how to achieve goals with intra-organizational support, managers must provide the conditions to provide talent flourishing.

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