Cibtech Journal of Zoology ISSN: 2319–3883 (Online)
An Open Access, Online International Journal Available at http://www.cibtech.org/cjz.htm
2016 Vol. 5 (S1), pp.48-55/Iraj et al.
Research Article

PROSPECTIVE MODEL OF TALENT MANAGEMENT SYSTEM CASE STUDY: ALBORZ MINING INDUSTRY AND TRADE ORGANIZATION

***Iraj Movafagh, Amir Mahmood Zadeh and Babak Khazaee**
Futurology Department, Shakhes Pajouh Institute, Isfahan, Iran
**Author for Correspondence*

ABSTRACT
One of the main challenges before industries is the management of organizational talents, to ensure that the right people and selected at the right time and for the right kind of job to serve any organization. In fact, one of the problems in organizational systems is the selection and recruitment of desirable people based on appropriate indicators. Mixed research method was used in this study. In the qualitative part of the research, using the background theory or data theory of the foundation, the raw data obtained from the data collection tool (semi-structured interview) with industry experts were analyzed and the process of qualitative data analysis was performed. The sample of qualitative research included senior managers and related deputies in the headquarters of the Ministry and its main companies. In this study, 17 people were selected over time. Then, by line-by-line analysis of the interviews and using content analysis software, open coding was performed. Based on the re-identified codes, axial codes were formed and a theoretical model was developed with the help of selective coding. Then the paradigm model was studied by the British Columbia retrospective method and the phenomena affecting the central category were identified. The causal conditions of this study were identified in 7 categories, the intermediate conditions in 3 categories and the contextual conditions in 8 categories.
In both quantitative and qualitative methods, the validity and reliability of the tools used were assessed. Finally, it was found that the factors drawn in the extracted conceptual model of talent management in the Alborz Province Department of Industry and Mining, are in good condition and have a suitable and acceptable fit. In addition, this model can be considered as a base model and accordingly the needs and requirements of each organization should be reviewed. The research question and its 4 sub-questions regarding the conceptual framework of the talent management system, constructive factors and sub-indicators of each factor, their prioritization, the gap between the current and desirable situation of the talent management process in the industry and mining industry at Alborz province, and appropriate proposed solutions to close this gap with respect to the talent management system were discussed. Finally, practical suggestions were presented to the officials of the department and recommendations were made to future researchers in order to develop scales for measuring the variables of this framework and increase the generalizability of the findings of this research.

Keywords*: Talent Management, Futurology, Industry, System, Human Resource Management, Conceptual Model*

INTRODUCTION
In this era of globalization with increasing use of technology, human capital is considered as the most important capital of organizations (Hit *et al.*, 2006) and is the only factor to gain a sustainable competitive advantage (Abili, 2010). Talented and capable people can compensate for the lack or deficiency of other resources. Due to the highly competitive business environment, the development of talent management is one of the most important factors in business and maintaining competitive advantage in organizations, so that talented people can bring a lot of value to the organization and cause growth and prosperity (Sweem, 2009).
The Talent Management System (TMS) assures organizations to hire qualified people, with the right skills, and in the right job position. Talent management involves a coherent set of processes for identifying, attracting, retaining and improving highly qualified people. Today's organizations are no

longer looking to hire ordinary people, but to attract talent. This is called a talent battle. However, retaining these individuals is another concern for organizations. Organizations that fail to design appropriate mechanisms and measures for the retention of their talents must inevitably see their exit.

Organizations such as the Mining and Commerce Departments always spend a lot of money to attract the best people, so if they cannot retain these people, they have wasted the money expended in training these people. According to these explanations, it should be said that the country's industry is in dire need of attracting, retaining and nurturing capable people, especially at the managerial level. Therefore, designing a model for talent management is badly needed.

In today's world, business is facing increasing development in global competition, changing markets and unpredictable events. The presence of specialized human resources is a strategic asset of an organization (Gagen, 2007; Sequoze, Sequin, & McDonnell, 2013).

Given the many challenges ahead, organizations need elites to gain a competitive advantage in the face of this complex environment, so in recent years the issue of talent management as a key management activity has become more important (Louise and Hackman, 2006; Sequoise *et al.*, 2013).

Attracting and developing skilled employees is one of the problems of today's organizations. Mackenzie coined the term talent war in 1997 (Kim *et al.*, 2012). In this project, they expressed the challenges of managers in finding skilled people. Talent management will become more and more important and significant because organizations will face many problems with the loss or retirement of their managers and professionals (Handfield and Axelor, 2007).

Talent management in the country's industry has not received enough attention. The country's industry continues to evolve and face new opportunities as well as new limitations in the field of human resource management, which take advantage of these opportunities and successfully overcome the problems despite the existing limitations, make the necessary preparations with a comprehensive approach to a set of different needs and facilities at the local, national and transnational levels has become inevitable. Responsibility, goals and structure of the industry in line with the requirements of the time and according to various factors such as the evolution and advancement of technology in all production processes of industrial products, expansion of related activities and related services, technical and engineering innovations for extraction, transfer and distribution has undergone fundamental changes. Dimensions of talent management based on summarizing the definitions are:

Attracting, developing, promoting and retaining talents are the main aims of any organization in line with the current and future goals of the organization. Components of this integrated approach include workflow planning, design of plans and activities, rewards, performance management, learning and development, career path, succession planning, etc.).

In fact, one of the problems in organizational systems is always selecting and attracting the right people based on appropriate criteria (Guy and Sims, 2006). Another reason is that according to previous research, this gap can be seen in the industry. In order to maintain these elite forces, the country's industry organization will have to make careful plans in the future to identify and encourage them in a timely manner and to plan for talent management. Slowly this requires a proper system.

Literature Review

In the current competitive situation of organizations and in an environment where constant change and continuous innovation is needed, only organizations that understand the strategic role of their human resources and have resources will succeed. Be a skilled, knowledge-based, competent, and capable human being; for this reason, in the field of human resource management, the need for professionalism of the organization's human resource management system is considered and emphasis is placed on designing a comprehensive process of talent management. Organizations need to be prepared for the not-too-distant future in which there is a shortage of talented employees, one of the ways to deal with these concerns is talent management (Aris and Crowley-Henry, 2013).

Theoretically, talent management is sometimes considered equivalent to other terms such as succession management, human resource management and planning, strategic management, future management,

shadow management, etc., which have significant differences. In a general definition, it can be said: "Talent management is the use of additional opportunities and processes, to develop, promote and maintain talent in line with the current and future goals of the organization". This approach is holistic and integrated with all its components (workflow planning, design of plans and activities, recruitment and application, reward, performance management, learning and development, career path, succession breeding, etc.). Talent management is completely related to the idea of creation (the best place to work), which re-emerged in the 2000s. The goal is to ensure the flow of talent in the organization, keeping in mind the principle that talent is the main source of the company.

Research background

1- In a survey conducted on 150 companies from the "Fortune 500" list, companies have about 33% of the annual exit rate (loss) in this area. 51% of organizations have been involved in talent management activities.

Mackenzie's next study (2000) showed that 70 to 80 percent of jobs in the developed world required the use of intellectual skills, and a 2007 study found that 75 percent of managers believe that talent management is one of the three motivators.

3. In a 2007 study of oil companies by Oliver Weimann, it was found that the issue of managing top human capital would be a top priority for 70% of them in the coming years, due to fierce competition and a shortage of highly skilled staff. Finding and retaining human capital is one of the top priorities of today's organizations.

4. In a study conducted by the Mackenzie Institute of Management Technology, three-quarters of the CEOs surveyed stated that they face a serious problem in completing their organization's board of directors from among the top human capital. Recently, a study was conducted on more than 600 organizations worldwide and surveys showed that in 19 of the top 20 companies, ie in 95% of cases, leaders are responsible for the development of superior human capital. Perris et al. (2011) examined superior human capital management and management style in seven different Chinese companies and concluded that more than what appears in the theory of a management style, superior human capital management is due to the needs of companies. جذب have been used to attract, retain and motivate superior human capital. Hartman et al. (2010) examined the management of superior human capital in some Western multinational corporations in China. The results of this study show that Western multinational corporations have transferred their superior human capital management methods to the host country (China) without localization and many changes, and their efforts have been focused on developing superior forces and creating organizational culture in this field. However, the authors claim that the strategic management system of superior human capital has not been fully deployed and implemented in such companies.

Burbach and Royle (2010) examined the top human capital management in US multinational corporations in Germany and Ireland. Findings show that the success and development of superior human capital management depends on a combination of factors including: سازمان Support of senior management of the organization and participation of shareholders, political exchanges and how to integrate superior human capital management with human resource information management. The importance of human resource information systems in the global management of superior human capital has been highly emphasized in this research.

A study by Festing *et al.* (2013) on more than 700 small and medium-sized companies shows that many small and medium-sized German companies have a broader approach to superior human capital management, which employs a large number of employees. Includes, not a more specific approach to the definition of privileged. In other words, the company has focused its top human capital management activities on all employees.

Donagan *et al.* (2013) conducted research on multinational corporations based in Singapore, Hong Kong, and India. They have no choice but to identify superior human capital, and develop them in the form of superior human capital management strategies.

Timon *et al.* (2010) studied and designed a model a superior human capital management in India and implemented it in more than 28 Indian companies with more than 4811 employees and concluded that the rewards and internal incentives for survival and Satisfaction with superior human capital can be more motivating than mere material rewards. These internal rewards include: employee social responsibility, organizational rewards, management support and performance appraisal.

Zheng (2009) surveyed 281 Asian multinational service companies and used regression analysis to test the relationship between human resource management, the survival of superior human capital, and the company's service performance. The results showed that there is a statistically significant relationship between them. In particular, training courses to develop superior human capital skills have largely provided the capacity to provide better service performance.

Using qualitative research methods, Srivastava and Butterner (2007) studied the management of superior human capital at Motorola in India and presented the results at the Conference on Organizational Studies. Motorola has been active in the field of mobile phones in India since 1995.

Skoza *et al.* (2013) examined 58 organizations in Poland and found that in a competitive market environment, superior human capital management can challenge many of the traditional management attitudes that prevail in Polish culture. Similar studies have been conducted by Holden and Wyman in Russia (2013).

Ochizen and Winnaber (2010) examined the status of top human capital management in civil engineering consulting firms in South Africa. 94% believed that the management of superior human capital was very important, but only 57% of them had taken executive measures to this end.

Valverd *et al.* (2013) examined the management of superior human capital in medium-sized industries in Spain. The results show that many of these organizations are not familiar with the literature and concepts of superior human capital management even when implemented in practice in that organization. The authors conclude that the management of superior human capital should go beyond absorption and evaluate superior human capital in the organization.

MATERIALS AND METHODS

The initial scale was designed and compiled with 55 questions in the form of six dimensions of a conceptual model and the following activities were performed:

- Analysis of items in terms of relevance, clarity and comprehensibility that at this stage the items were modified and reviewed.
- Formal validity: After the initial questionnaire with 55 questions was developed, the researcher, in order to check the formal validity, provided it to a sample of 23 professors and a number of experts in the field of research and managers, and after obtaining the opinions of the group. Corrective actions were taken in the questionnaire. At this stage, the individual items were analyzed and finally the weak items were removed.

Questionnaire reliability: The reliability coefficient of "zero" indicates unreliability and the reliability coefficient of "one" indicates complete reliability, and the closer this number is to one, the better. To determine the reliability of the scale, Cronbach's alpha method was used and the coefficients were calculated. According to the results of the analysis of Cronbach's alpha reliability coefficients (/90), it was found that the instrument has good reliability.

- Distribution of questionnaires among statistical samples and data collection.

Using SPSS 22 software: SPSS 22 software was used to test the answers. In the following, the software output is presented in two parts: demographic characteristics of statistical sample and answer test.

RESULTS AND DISCUSSION

Different organizations need a set of specific competencies for the effectiveness of their activities and the findings show that the industry needs a comprehensive and strong model for the organization of talent management; The Talent Management System (TMS) assures the industry that they have qualified

people, with the right skills, and in the right job position. In this case, rapid change and improvement will occur in this area and the establishment of subsystems of this system will eliminate traditional barriers in this direction and adopt a strategic approach to talent management. In this chapter, using these findings, a conclusion is presented

A) Innovative aspects of research:

In general, the most important innovative aspects of the proposed design in comparison with existing methods can be listed as follows:

• Integrating existing approaches in the talent management literature with qualitative measurement methods and futuristic approach

• Identify a comprehensive set of knowledge indicators for the talent management system

• Provide a model for identifying, measuring and prioritizing knowledge gaps in the field of talent and the organization's use of this knowledge

B) Answers to research questions:

Question 1. What is the framework of the conceptual model of the talent management system in industry, and in particular the Alborz Province Department of Industry and Mining, with a futuristic approach?

Using data theory, a model framework was designed based on procedural activities. This framework is presented in Chapter Four. From the perspective of comparing the conceptual model framework of this research with talent management models at home and abroad, it was found that in terms of content is very similar to these models. For example, leadership as a managerial competency has been present in all previous models. However, in terms of placing the components of talent in one category and creating a more general competence, there are differences between the model in this study and other models. For example, the reassessment of talents in the model of Krip and Mansfeld (2002) is in the mediating dimension, but in this study it is in the phenomena section. Increased productivity in the competency model of Gelman et al. (2002) is in the intermediate dimension, and in this study is in the causal dimension. However, within the framework of the proposed model of this research, it can be considered as a baseline model and can be reviewed according to the needs and necessities of each organization.

Question 2. What are the components of the conceptual model of the talent management system and the sub-indicators of each factor?

In this regard, the conceptual model inspired by Creswell model included the central category, causal conditions, background or context, intervening conditions, strategies and consequences, the most important factors of which are described below.

Question 3. Factors and sub-factors of factors How are factors prioritized based on futuristic approach?

These factors are described in the following order: Phenomena affecting the central category, causal conditions, background or context, intervening conditions, strategies and consequences. Governing context, intervening conditions, strategies and consequences Based on the frequency of answers to the questionnaire questions and determining the importance of each of them in relation to the strategic goals of the organization, their true value for the organization has been determined and prioritized.

Question 4. What is the gap between the current situation of the talent management process and the desired situation in the field of industry, from the point of view of experts?

- The results of interviews with industry experts show that a key gap has been considered by most of these people who believe that it will affect all industry activities. Privatization is one of the fundamental changes that has profoundly affected the industry business environment. Due to the new privatization activities in the industry, the required changes in this sector have not yet taken place properly. These changes can manifest themselves in various sectors, some of which are: changes in organizational structure and administrative ratios. Managing organizations that are moving towards flatness with hierarchical rules related to high-rise organizations is one of the issues that can have many negative effects on the organization's talents.

Question 5. What are the proposed solutions to bridge this gap with regard to the proposed talent management system?

- A conceptual model for identifying, measuring and prioritizing organizational talent gaps as the most important expected outcome of this research, can be an effective solution for all knowledge-based organizations, especially industry-related organizations, which seek to gain a competitive advantage or Goals are your strategic vision, to be applied. The scope of oil activities requires companies operating in this field to use a systematic approach to control the status of their talents. This model has the following characteristics:

• Defensible: The identification method is based on the latest research.
Fair: Everyone has the same opportunity to enter.
Plurality: The broadest definition of this capital should be used.
Comprehensiveness: Identify all potential individuals as much as possible.
• Method stability (no change at short intervals)

Using this model, the industry will be able to develop a comprehensive road map of knowledge areas related to its talent management activities and identify the existing knowledge gap in each of them. Then prioritize knowledge gaps and adopt appropriate solutions to eliminate them. With the final results of this model in mind, the organization first addresses the critical gaps in the evaluation matrix.

SUMMARY AND CONCLUSION

Based on the designed conceptual model, a system in the industry can be defined and established. This system should:

- Paying attention to the important components that, according to Dessler, cause them to commit to the organization: development, maintenance, performance management, recruitment and selection, job classification, career development, compensation, job fit and attention to the competencies of the talented are requirements. .
- The focus of the system is on "identification" of human capital that is currently available in the industry and most of it has not yet been discovered and this identification and discovery is possible with the performance management system.

Although this model is designed to manage the talents of the Alborz Province Industry and Mining Organization, it is recommended that it be gradually extended to all available human capital.

REFERENCES

Abrenthy M.A. & *et al.* (2005). A multi-method approach to building causal performance maps from expert knowledge; *Management Accounting Research*. 16.

Armstrong M (2009). Armstrong's handbook of human resource management practice (Eleventh ed). Philadelphia: Kogan Page Limited.

B. Orr and B. McVerry (2007), Talent Management Challenge in the Oil and Gas Industry natural Gas & Electricity, Wiley Periodicals, Inc. / DOI 10.1002, December 2007.

Barron, Paul (2008). Education and talent management: implications for the hospitality Industry. *International Journal of Contemporary Hospitality Management, Emerald group*, **20(**7).

Bhatnagar Jyotsna (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. Emerald Group, Employee Relations, **29** 6.

Bontis, N (2006). Intellectual capital: an exploratory study that develops measures and models, emerald, emerald insight.com.

Bounfour, A, L Edvinsson (2005). Intellectual capital for communities: nations, regions and cities, *Linacre House,Jourdan Hill,Oxford OX2 8dp,UK*.

Burbach R and Royle T (2010) Talent on demand? Talent management in the German and Irish .subsidiaries of a US multinational corporation, *Personnel Review*, **39(**4) 414.

C Zheng (2009), Keeping talents for advancing service firms in Asia, Journal of Service Management. **20** 5, 482-502

Chaib-draa B (2002), Causal maps: Theory, implementation and practical applications in multiagent environments, IEEE Transactions on Khowledge and Data Engineering, **14(**6).

19th World Petroleum Congress (2008). Challenges of talent management in the Indian oil and gas industry, A World in Transition: Delivering Energy for Sustainable Growth; Madrid; Spain.

Chuai X and Preece D and Iles P (2008). Is talent management just ‘‘old wine in new bottles ? Emerald Group, Management Research News, **31**(12),

Cliffe S (1998). Human Resources: Winning the war for talent: Harvard Business Review, **76**(5).

Collings DG and Mellahi K (2009). Strategic talent management: A review and research agenda: ScienceDirect Group, *Human Resource Management Review journal, .HUMRES-00326.*

Cunningham, Ian (2007). Talent management: making it real: Emerald Group, **21,** 2

Curtis B, Hefley WE and Miller S (2002). The People Capability Maturity Model. Guidelines for Improving the Workforce, Reading, *MA: Addison Wesley Longman*.

D Preece, P. Iles and X. Chuai (2011), Talent management and management fashion in Chinese enterprises: exploring case studies in Beijing, *The International Journal of Human Resource Management*, **22**(16), 3413–3428.

E Hartmann, E Feisel, H Schober (2010). Talent management of western MNCs in China Balancing global integration and local responsiveness, *Journal of World Business*, **45** 169–178

Edvinsson, L (1997). Developing intellectual capital at Skandia, Elsevier,**4**(6).

J Christensen Hughes and E Rog (2008). Talent management A strategy for improving employee recruitment, retention and engagement within hospitality organizations, *International Journal of Contemporary Hospitality Management*, **20**(7), 743-757.

K Dunnagan, M Maragakis, N Schneiderjohn, C Turner, CM Vance (2013), Meeting the .Global Imperative of Local Leadership Talent Development in Hong Kong, Singapore, .and India, *Global Business and Organizational Excellence*, DOI: **10**.1002/joe.21472.

Kardaras D and Karakostas B (1999). Use of fuzzy cognitive maps to simulate the information systems strategic planning process. Information and Software Technology, **41**(4).

Kinla Denis (2005), Human resources empowerment,10 new realities, Excellence, **2**(1).

Kitching R., Freundschuh S (2000). Cognitive mapping; past, present, and furure; Published by Routledge, London,.

Kosko B Hidden (2014). Patterns in combined and adaptive knowledge networks; *International .Journal of Approximate Reasoning* **2.**

Lewis R and Heckman R (2006). Talent management, A critical review: Science. *Direct, Human Resource Management Review* 16.

Liebowitz, J and CY Suen (2000), Some perspectives on intangibles and intellectual capital , Journal of Intellectual Capital **1**(19).

M Festing, L Schäfer, H Scullion (2014), Talent management in medium-sized German companies: an explorative study and agenda for future research, *The International Journal of Human Resource Management*, **24(**9), 1872–1893,

M Valverde, H Scullion and G Ryan (2013). Talent management in Spanish medium-sized organizations, *The International Journal of Human Resource Management*, **24**(9) 1832–1852,

Tajuddin, Muhammad (2011). Talent management in human resource development processes. Tadbir Monthly, **20**(202).

Daft, Richard L., translation, Mohammad Arabi (1995). Organization theory and structure design. Tehran: Institute of Business Studies and Research.

Robbins, Stephen P (2005). Organizational behavior, concepts, theories, applications. Tehran: Cultural Research Office. *Translated by Parsaiyan***.**

Sarmad, Zohreh, Bazargan, Abbas and Hejazi, Elahe (2011). Research Methods in Behavioral Sciences. Tehran: Ad Publishing.

Scheffritz, GM, August, J. Steven, translated by Ali Parsaiyan (2007). Organization Theories: Myths. Tehran: Termeh Publications.

Abbaspour, Abbas (2003). A Critical Analysis of Recruitment and Application Standards, The First Scientific Conference on Standardization and Standardization in Education, Publisher: Ministry of Education.

Project Report: Pathology of Attracting Distinguished Alumni and University Elites (2005). Deputy of Human Resources and Management of the Ministry of Oil.

Project Report: Investigating the Reasons for Withdrawal from Final Recruitment Exams of National Iranian Oil Company (2006). Manpower supply department of the National Oil Company.

Project report: Investigation of the causes of dissatisfaction and potential reasons for leaving the service of the privileged forces of the headquarters of the National Iranian Gas Company (2006). *Sharif University of Technology.*