INVESTIGATING THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND MAINTENANCE OF THE SELECTION PROCESS FOR MANAGERS IN THE MAZANDARAN UNIVERSITY OF MEDICAL SCIENCES AND HEALTH, IRAN

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ABSTRACT

Regarding the growing advancement in sciences, many organizations aren't able to cope with competitive conditions without preparation. Under such condition, the talented and capable managers are able to pave the ground for achieving organizational targets. Thus this study aims to investigate the relationship between talent management & managers selection and retention process at Mazandaran Medical Science University. The research is descriptive, cross-sectional of correlation type and the statistical community includes 184 people of middle-level managers. It has been analyzed using Kolmogorov-Smirnov tests, Spearman correlation and square chi. The results denote that there is a meaningful relationship between talent management & managers' selection. No significant relationship has been found between talent management & management record or years of service (retention). There is a meaningful difference between three groups of health, treatment and staff managers in terms of talent management. Also no significant difference has been discovered between managers' age and talent management. In addition, in three groups of highly experienced, low experienced & average experienced managers, there is no meaningful difference in terms of talent management. Concluding, a meaningful relationship has been observed between talent management and managers selection at Mazandaran Medical Science University. However, no significant relationship has been found between talent management & management record (retention) of the managers.

KEYWORDS: Talent Management, Selection, Retention.
INTRODUCTION

Talent management is the pertinent process to support & enable managers. Thus the organizations will recognize this issue as what they should expect from their employees. Selection is a phase of human resources management to accept or reject work applicants demand so that the most competent, the most deserved and the most talented are selected (Tafti, 2008).

The investigations indicate the shortage of managerial forces and the increasing need for more capable, more talented, more skillful, more competent managers than the present time managers in the coming years and in fact, to take advantage of competent managers is one of the challenges the future organizations will encounter (Kazemi, 2007).

To solve the prospective managers' problem in the organizations, talent management assures the organization that competent managers with the right skills in the right position will be placed in order to realize the organization expected goals. Nurturing human resources is viewed as one of the main tasks of the managers and the managers' skill to enhance the relations and influence talents as one of the major management skills (Robert F, 2008).

A few firms and corporations are virtually prepared to cope with the conditions they call" the war for talent". Naturally, the need for organizations senior managers is increasing consistently with growing economic activities. For instance, the USA economic growth in the forthcoming 15 years will increase with 2% growth rate annually. At that time, this country will require 1.3 times more senior managers than the present ones. If we add the retired individuals to this number, we can predict how much the U.S organizations will get into trouble to satisfy their need for senior managers. Besides the shortage of managers, we have to point out the problem due to the future managers' empirical backgrounds which differ from the required skills today as a serious nuisance since the future global dynamic economy will need managers with a more complicated set of skills (Robert, 2008).

The studies imply the shortage of managerial forces and increased need for managers far more capable, talented, skillful and competent than the managers of today in the coming years and the reality is that utilizing competent managers is of the major challenges the future organizations have to deal with. DELL computer firm, Ella leyla pharmaceutical firm, Pancanada oil firm, SONA Co. packaging products production & manufacturing company have done some investigations in this field and implemented the plan. Talent management (TM) considering the organizations inside our country, at the moment, Irankhodro Company, BargheBakhtaran, Saipa, Pars wagon-making firm, Pasargadae oil company have conducted some studies about TM and substitution fostering that in BargheBakhtaran firm, the primary stages of work has been forming. It is forecasted that given the present trend of the economic growth and the future 20 year perspective of the country and the performance of some great industrial organizations, we also
will require a remarkable number of competent and resourceful managers fostered(trained) mainly inside the organization (Tafti, 2008).

To solve the problem related to the future managers in organizations, TM assures this organization that the competent individuals with the right skills, in the right position will be placed to realize the organization expected objectives. To nurture human resources is one of the managers’ main tasks. And the managers’ skill to improve the relations and penetrate in talents is considered of the important management skills.

"Talent spotting & managers substitution fostering programs" as Peter Rocker mentioned is based on 4 principles:

1-Managers are not born rather they have to be brought up and nurtured.

2-In the process of nurturing managers, the required skills & capabilities in the organization's future business world have to be emphasized.

3-Talent spotting and substitution fostering needs a regular & systematic plan.

The organizational senior managers have to the basic sponsors, advocates and customers of such plans (Bolaalaei, 2008). Considering the significance behind nurturing talented human resources for now and tomorrow for the organizations is the goal of the present study, with respect to the rapid growing transformation of all sciences especially humanities, on one hand, lagging behind this speed sometimes results in irreparable loss. In this regard, what method is Mazandran Medical Science University utilizing to select the applicants qualified for management position? and in this process, are the senior managers focusing on nurturing & developing the capable individuals' potentials & skills (TM) or it is done traditionally?

Generally speaking, the researcher's purpose has been to survey the relationship between talent management and managers selection & retention at Mazandran Health-Therapeutic Service Center (Boudreau & Ramstard, 2006).

Study Background

In the analyses: Abol-Hassan Pour-sharia in his study termed as" Studying Sari-based high school principals’ technical, perceptional and human skills & teachers' spirit, they concluded with confidence 95% that the more managerial skills they possess ,the more high-spirited their teachers will be at work (Pour-sharia ,Abolhassan,2004).

Mohammad Sabouri in his research as "the Attraction & Retention of Human Resources in Mazandran Welfare Organizations" concluded that factors rather than salary and wage influence
retaining forces in this organization such as management style, creating effective human relations (effective relationship), believing in spiritual rewards, recognizing people from organizational tasks and acquiring professional skills (Sabouri, 2008).

Hamed Ahmadi in the study titled "Investigating Managers Attraction & Supply (Selection) in Mazandran Textile Factories during 1981-2001" has drawn these conclusions (Mohammadi, 2004).

In the hypothesis assuming the hired managers had administrative & managerial experiences, it has been concluded that the hired managers don’t have related administrative & managerial records (Mohammadi, 2004).

In the hypothesis assuming the hired managers possessed working records (experience) related to textile industry announced that the hired managers didn’t have experience related to textile industry (Mohammadi, 2004).

Somaye Asgari (2007) in her research "the Development of Human Resources Management & Career Satisfaction" reached this conclusion that there is a meaningful relationship between human resources management & the staff career satisfaction (Asgari, 2007).

**Material & Methods**

In this research, the relationship between talent management and managers' selection & retention process at Mazandran Medical Science University & Mazandran health-therapeutic service center has been examined. The study community covers all staff units of Mazandran Medical Science University including 7 vice-presidents of faculties, treatment educational centers, hospitals and health-therapeutic networks.

This research is descriptive & cross-sectional of correlation type. The study community involves 184 staff units' official experts and managers that besides being under the supervision of an immediate manager, each one is in charge of at least one person. With their own supervision staff under the title of the related processes execution official working groups in various units, this group of officials serves the customers inside and outside the system. The data have been collected by two series of researcher-built questionnaires under the titles as talent management & managers selection used to gather the required data. The talent management questionnaire includes 10 subsections and 68 questions and managers' selection questionnaire has 5 subsections and 30 questions. The questionnaire's validity has been confirmed by 3 authorities. Its reliability also in the preliminary study and by alpha-Cronbach has been estimated 0.98 for talent management & 0.96 for managers' selection. First, two series of researcher-built questionnaires of talent management & managers' selection have been distributed among all
mentioned community subjects and the necessary information has been collected by census method. In the next phase, data have undergone two series of calculations as descriptive & analytical.

The tests used:

Kolmorogorov-Smirnov test:
Kolmorogorov-Smirnov test reveals which variables have to be studied by parametric test & which ones by non-parametric test.

Correlation:
It defines based on Pearson correlation, at what confidence level there is a positive meaningful relationship between talent management and managers selection.

Spearman test:
It shows that a positive significant relationship is observed between managers' selection and innovation control at Mazandran Medical Science University & Mazandran Health-Therapeutic Service.

Findings:

Table 1: frequency distribution of managers in age brackets, years of service and management record.

<table>
<thead>
<tr>
<th>TABLE 1-Talent management scores frequency distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUPS</strong></td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Years of service</td>
</tr>
<tr>
<td>Management record</td>
</tr>
</tbody>
</table>
**Table 2**-Talent management & managers selection scores mean distribution.

<table>
<thead>
<tr>
<th>Managers group</th>
<th>df</th>
<th>Talent management</th>
<th>Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>58.7%</td>
<td>262.43</td>
<td>113.83</td>
</tr>
<tr>
<td>Treatment</td>
<td>28.8%</td>
<td>258.13</td>
<td>112.56</td>
</tr>
<tr>
<td>Staff</td>
<td>12.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pearson correlation coefficient statistical test with confidence level 95% denotes that there is a positive meaningful \( r=+0.951 \) relationship between talent management & managers selection. Also between three age groups of young ,middle aged and old managers ,ANOVA test has been applied and with \( df=2 \) and \( Sig=0.464 \),it indicates no meaningful difference in terms of talent management . ANOVA test in three groups of managers with different years of service implies that with \( df=2 \) and \( Sig=0.339 \), there is no meaningful difference in terms of talent management in the three groups. In addition, in three groups of managers with various managerial records, with \( df=2 \) and \( Sig=0.283 \), no significant difference was seen in terms of talent management. Between three groups of health, treatment & staff, in terms of talent management level with freedom degree 2 and alpha 0.05, no significant difference exists.

**Table 3**-ANOVA test

(Comparing three groups of health, treatment & staff, in terms of talent management level).

<table>
<thead>
<tr>
<th></th>
<th>Squares value</th>
<th>Freedom degree</th>
<th>Medians</th>
<th>Squares - statistics</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Between groups</strong></td>
<td>17298.24</td>
<td>2</td>
<td>8649.12</td>
<td>4.82</td>
<td>0.009</td>
</tr>
<tr>
<td><strong>Within groups</strong></td>
<td>308349.18</td>
<td>172</td>
<td>1792.72</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>325640.42</td>
<td>174</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Follow-up test LSD has demonstrated that regarding talent management, no meaningful difference has been observed between staff & health managers & the treatment ones .Table 4
illustrates that given talent management with freedom degree 2 and confidence 95%, a significant difference exists (0.009).

**Table 4-LSD test**

(Comparing three groups of health, treatment & staff, in terms of managers’ selection).

<table>
<thead>
<tr>
<th>Group A</th>
<th>Within Groups difference</th>
<th>Error</th>
<th>Sig.</th>
<th>With confidence level 95%</th>
<th>Low limit - high limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>1.26</td>
<td>4.45</td>
<td>960</td>
<td>-9.73</td>
<td>12.26</td>
</tr>
<tr>
<td>Staff</td>
<td>*10.23</td>
<td>34.34</td>
<td>0.010</td>
<td>1.97</td>
<td>18.49</td>
</tr>
</tbody>
</table>

**Treatment**

<table>
<thead>
<tr>
<th>Group B</th>
<th>Within Groups difference</th>
<th>Error</th>
<th>Sig.</th>
<th>With confidence level 95%</th>
<th>Low limit - high limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>-1.26</td>
<td>4.45</td>
<td>0.960</td>
<td>-12.26</td>
<td>9.73</td>
</tr>
<tr>
<td>Health</td>
<td>8.97</td>
<td>4.48</td>
<td>0.189</td>
<td>-3.11</td>
<td>21.05</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group A</th>
<th>Within Groups difference</th>
<th>Error</th>
<th>Sig.</th>
<th>With confidence level 95%</th>
<th>Low limit - high limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment</td>
<td>-10.23</td>
<td>3.34</td>
<td>0.010</td>
<td>-18.49</td>
<td>-1.97</td>
</tr>
<tr>
<td>Health</td>
<td>-8.97</td>
<td>4.84</td>
<td>0.189</td>
<td>-21.05</td>
<td>3.11</td>
</tr>
</tbody>
</table>

The study findings suggest that managers selection in the three groups is as the following:

a) The selection of managers between the health & staff groups with confidence 95%, no meaningful difference (0.96) is seen.

b) Between health & treatment groups with confidence 95%, a meaningful difference (0-0.010) is found.

c) Between the staff & treatment groups with confidence 95%, no significant difference (0.189) is revealed.

**Discussion & Conclusions**
The research results have suggested there is a meaningful relationship between talent management & managers selection at Mazandran Medical Science University the reason behind which can be attributed to the managers' high education level in specialization field and holding continuous courses of management improvement for all classes (ranks). Selecting managers has occurred inside the organization and naturally, their familiarity with the activity kind is effective in this case. However, no meaningful relationship has been detected between talent management and management record (retention) of the managers.

Also among the three groups of health, treatment & staff, there is a meaningful difference in terms of talent management & managers selection. The most probable reason for talent management difference among the three groups (health, treatment & staff) can be attached to this fact that the treatment class managers paying more attention to specialized & super-specialized activities. The current study demonstrated that there is no meaningful difference between talent management in managers based on age & years of service and it can be due to selecting the managers based on individual competencies and academic education. It's worth to mention that the research sub-findings have revealed that 15 skills of talent management including technical-professional, innovation, initiative, nurturing subordinates, transformation, creating an effective individual relation, leadership, team work ability, productivity, achieving the goals, practical commitment to organizational values, commanding, discipline, the ability to manage the staff and making decisions have significant relationship with managers selection. The present study results verify the findings obtained by Somaye Asgari studying the existence of a meaningful relationship between talent management components & managers’ selection (5). While the variable of age, years of service and management record don’t support the findings gained by Hamed Mohammadi (6). It seems that it is because of the study organizations' structure since the study organization's structure is academic (scientific & service) and his study organization structure is industrial.

With respect to the present research findings and the findings by the other researchers, following the points below is recommended in managers' selection process:

- To determine the shortages of management;
- To determine the required capabilities, competencies & skills;
- To form talent treasury & to detect the individuals having the mentioned capability, competency and skills;
- To evaluate candidates to identify their strengths & weaknesses;
- To design & execute educational programs to make the talented staff gradually prepared based on the talent skills;
- To substitute the trained individual in key positions and managerial responsibilities;

- To continually supervise, monitor and enhance this system (7& 11);

- To keep management improvement educational courses on;

- To train managers based on the necessary skills to execute talent management especially in treatment & staff sectors.

References:


