

Relationship Between the Talent Management and the Election Process of Managers of Public and Private Hospitals

Ghassem Abedi, Azadeh Ahmadi and Iravan Masud Asl

Islamic Azad University, Science and Research Branch, Tehran, Iran

Abstract: Talent management is a suitable process to support and empower managers. The purpose of this study was to determine the relationship between the talent management and the election process of the managers of public and private hospitals in Mazandaran Province. This was a cross-sectional and correlation study and 2 researcher-made questionnaires were used to gather data. According to Morgan table and by using stratified random sampling method, 130 managers and 306 nurses were selected for the study. The results demonstrated a significant relationship between talent management and the election of managers at each type of hospitals, public and private (based on the study of 10 management skills individually). Also a significant relationship was observed between talent management and the election process of managers in three management levels according to the subordinates view. To solve the problems of future managers in organizations, talent management assures the organizations that competent people with right skills are appointed in the right posts to achieve the expected goals of organizations.

Key words: Talent management • Election of managers • Hospital • Mazandaran

INTRODUCTION

Talent management is a suitable process to support and empower managers. Studies demonstrate lack of management power and increase in organization needs to have much more powerful, talented, skilled and competent managers in future in comparison with nowadays managers and the fact is that qualified managers employment will be one of the most important challenges facing organizations in future (1). Just a few companies and firms are really ready to deal with the condition which is called "Talent Battle" (2). For example, if U.S. economic growth, with a growth rate of 2% per year, increases in next 15 years, this country at that time will need 1/3 times more senior managers than now. If the number of retirees is also added to this figure, it can be predicted that how difficult will be the situation of U.S. companies to have the needed senior managers (3). In addition to the lack of managers, the problem arising from the experimental backgrounds of future managers which will be more different from current required skills should be considered as a serious dilemma, because the dynamic global economy in future will need the managers with more complicated skills (4). Dell Company, Eli Lilly

Pharmaceutical Company, Canadian Pan Oil Company, Sunaku Manufacturing Company of Packaging Products carried out surveys and implemented projects in the mentioned fields (5, 6). Iranian organizations such as Iran Khodro, Bakhtaran Electricity, Saipa, Pars Wagon Manufacturing Company, Pasargad Oil Company have done studies of talent management and succession planning and Bakhtaran Electricity Company is in its first steps (7). It is predicted that considering current economic growth trend and the country's outlook for next 20 years and the performance of some of the large industrial organizations, we will also need in next years to have a considerable number of competent and experienced managers that should be developed mainly within the organization (8). To solve the problems of future managers in organizations, talent management assures the organizations that competent people with right skills are appointed in the right posts to achieve the expected goals of organizations. Development of human resources is one of the main tasks of managers and the managers skills in communications improvement and the influence on talents are considered as one of the important skills of management.

MATERIALS AND METHODS

This was a descriptive cross-sectional and correlation study and aimed to determine the relationship between talent management and the election of managers in each type of the public and private hospitals selected in Mazandaran Province. The statistical population included all nurses and managers of the selected hospitals. 130 People of the internal managers of the hospitals and heads of nursing services including charge nurses, nursing supervisors and head nurses were studied as the first sample group. The sample size of the second group was 306 nurses that were selected among 1600 nurses, according to Morgan table by using a stratified random sampling. The instruments for gathering data were 2 researcher-made questionnaires titled “talent management” and “the election of managers”: the talent management questionnaire included 10 main parts and 68 sub-questions and the manager election questionnaire included five main parts and 30 sub-questions and the validity of the questionnaires was confirmed by some of the management experts. According to the results of the reliability test of the research instruments, Alpha Cronbach coefficient was 0.987 for talent management and 0.974 for the manager election questionnaire in the pilot

test. To analyze the data at the first part, descriptive statistics including tables, graphs and central indices (mean, median, mode, frequency) and in the analytical part Kolmogorof Smirnof test were used and to determine the relationship between talent management and the election of managers Pearson Correlation Coefficient was used.

RESULTS

The results demonstrated a significant relationship between talent management and the election of managers in the selected public and private hospitals in Mazandaran province. Its reason can be related to the high level of managers education in the specialized field and their acquaintance with the type of management activities. According to 10 parameters related to talent management, from the subordinates points of views, there was a significant relationship between the election of managers and talent management, both in public and private hospitals. On the one hand, in 10 parameters except the effective communication skill, this relationship was more powerful between the managers in private hospitals than those in public hospitals, but on the other hand, the responses range to the questions in both two types of hospitals were in average rate.

Table 1: Frequency Distribution of the Length of Management Period

	Frequency	Percentage	Frequency	Cumulative Frequency	Percentage	Cumulative Frequency
Group 1 (0 to 10 years)	93	71.6		71.6		71.6
Group 2 (11 to 20 years)	32	24.6		24.6		96.2
Group 3 (21 years and more)	5	3.8		3.8		100
Total	130	100		100		

Table 2: Frequency Distribution of the Levels of Management

	Frequency	Percentage	Frequency	Cumulative frequency	Percentage	Cumulative frequency
Head nurse	72	55.4		55.4		55.4
Supervisor	40	30.8		30.8		86.2
Metron	9	6.9		6.9		93.1
Hospital Manager	9	6.9		6.9		100
Total	130	100		100		

Table 3: Test Kolmogrof - smear Nuf

	Talent management	Election
Frequency	436	364
Mean	3.56	3.66
Standard deviation	0.743	0.758
The highest difference values	Absolute 0.47	0.45
	positive 0.33	0.39
	Positive values - 0.47	- 0.45
Kolmogrof-smear Nuf	0.985	0.932
Significant	0.287	0.351

Table 4: The Relationship between Talent Management and the Election of Managers

		Election	Talent management
Pearson	Election	1	0.910**
	Significant		0.000
	Frequency	436	436
Pearson	Talent management	0.910**	1
	Significant	0.000	
	Frequency	436	436

Table 5: Relationship between Talent Management and the Election Process of Managers in Private Hospitals

		Election	Talent management
Pearson	Election	1	0.919**
	Significant		0.000
	Frequency	155	155
Pearson	Talent management	0.919**	1
	Significant	0.000	
	Frequency	155	155

Table 6: Relationship between Talent Management and the Election Process of Managers in Public Hospitals

		Election	Talent management
Pearson	Election	1	0.909**
	Significant		0.000
	Frequency	281	281
Pearson	Talent management	0.909**	1
	Significant	0.000	
	Frequency	281	281

CONCLUSION

The results demonstrated a significant relationship between talent management and the election of managers in the selected public and private hospitals in Mazandaran province. Its reason can be related to the high level of managers education in the specialized field and their acquaintance with the type of management skills and activities. Similarly, Collins studies (2009) confirm the talent management importance in the election of managers (9). Another objective of this study was to determine the relationship between talent management and the election of managers in the first, second and third levels in the selected hospitals from the subordinates points of views. According to the results, there was a significant relationship between talent management and the election of the managers in the first, second and third levels. The findings of this study deny Abedi and colleagues study (2009) in which they did not find a significant relationship between talent management and the election of managers in staff, treatment and health departments (1). The reason of the different findings in these 2 studies can be accounted for the selection of management levels in Abedi study (2009), because he studied 2 departments of staff and health, in addition to the treatment department. Also in this study considering 10 parameters related to talent management in managers (innovation, initiative, subordinate development, change, effective communication, leadership, teamwork, productivity,

achieving goals and personnel management) it is considerable that from subordinates points of views, a significant relationship was observed between the managers election and talent management in accordance with 10 related parameters, both in public and private hospitals. On the one hand, in 10 parameters except the effective communication skill, this relationship was more powerful between the managers in private hospitals than those in public hospitals, but on the other hand, the responses range to the questions in both two types of hospitals were in average rate. The matter can be analyzed that talent management parameters have not been included in training courses of management improvement which are held under the supervision and monopoly of Governor (Planning Deputy) (10,11). Considering the specific characteristic of the organization and its differences in the type of services and customers, it seems that specialized courses for managers, especially for the health sector managers, should be designed and implemented. Also the main reason for the significant relationship between talent management and the election process of managers in three levels of management from subordinates points of views can be considered because of the importance of treatment department management and its sensitivity in comparison with other parts of hospital. And the managers of these three levels should pay attention to the management skills improvement more than the other parts.

REFERENCES

1. Abedi, Qasem. Adli, Fariba. Gooran Orimi, Arastoo. Nemati, Maryam. 2009, "Relationship between talent management and the process of the election and maintenance of managers in Mazandarn University of Medical Sciences and Health Services", Method Improvement Scientific & Promotional (Propagative) J., 5: 10-15.
2. Falmer, R. and G. Kanker, 2008. "Talent Identification and Succession Planning: Approaches and Methods of Managers in World Pioneer Companies", Translation: Abolalayi, Saramad Publisher, Tehran
3. Boudrea, J.W. and P.M. Ramstad, 2005. "Talentship and The New Paradigm For Human Resource Management", Professional Practice, 18(2): 17-26.
4. Kazemi, Babak, 2006, "Personnel Affairs Management", Higher Education and Research Management and Planning Publisher, Tehran

5. Maaly Tafti, Marjan and Taj al-Din, Muhammad, 1387. "Talent Management", *Tadbir Scientific Journal (Monthly)*, Year 15(202): 13-17.
6. Bryan, L.L., C.I. Joyce and L.M. Weiss, 2006. "Making a market in talent", *The McKinsey Quarterly*, 2: 99-109.
7. Buckingham, M. and R.M. Vosburgh, 2001. "The 21st century human resources function: It's the talent, stupid!", *Human Resource Planning*, 24(4): 17-23.
8. Calhoun, J.G., E.T. Vincent, P.W. Butler, M.E. Sinioris and S.L. Chen, 2004, "Competency Identification and Modeling in Healthcare Leadership", *Health and Educ. J.*, 21(4): 419-439.
9. Collins, S.K., 2009. "Succession Planning Perspectives of Chief Executive Officers in US Hospitals", *The Health Care Manager*, 28(3): 258-263.
10. Lowell, B.L. and S.G. Gerova, 2004. "Diaspora and economic development: state of knowledge", World Bank, Washington.
11. Luedtke, H. and K. Ann, 2002, "Identification of Essential Managerial Work Activities and Competencies of Physical Therapies Managers Employed In hospital Setting", PhD Dissertation, Texas, USA.
12. Michael, E.P., 2007. "The Strategic Importance of Talent Management at the Yale New Haven Health System: Key Factors and Challenges of TM Implementation", *Organization Development J.*, 25(2): 207.
13. Nelson, R.R. and P.M. Romer, 1996. "Science, economic growth and public policy", *Technology, R&D and the economy*, Brookings
14. Cheloha, R. and J. Swain, 2005. "Talent management system key to effective succession planning", *Canadian HR Reporter* 18(17): 5-7.