

Relationship of Talent Management and Organizational Creativity in Maskan Bank of Hamedan

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Abstract: The aim of this study is investigating the relationship between talent management and organizational creativity in Maskan Bank in Hamedan. This is a survey with applied nature. Research population was all employees of Maskan bank in Hamedan including 202 males and females. Sample size was estimated using Kerjesi-Morgan table as 128. Data collection instrument was two standard questionnaires including Mirzaee's talent management questionnaire and Darabedghe organizational creativity. Validity of two questionnaires was measured using KNO index and Bartlett test which validity of talent management test was 0.719 and for organizational creativity was 0.769. Reliability of the questionnaire obtained by Cronbach alpha in talent management test and organizational creativity as 0.941 and 0.946, respectively. Pearson correlation test was used for hypothesis testing. Obtained results showed that talent management and organizational creativity have significant relationship and other aspects of talent management have positive and significant relationship with organizational creativity. Behavioral talent and background and structural talents have the most effect on organizational creativity.

Key words: Talent management • Organizational creativity • Maskan bank. Hamedan.

INTRODUCTION

Today, human resources are considered as organizations' capital and it was clear that human is the main factor of organization's survival in competition. By increasing complexity and diversity of cultures and tasks in organizations, the role of human resources has been changed. Modern organizations need creative, flexible and accountable employees. On the other hand, identification, absorption and maintenance of these elites are more difficult than before. Dynamic organizations are trying to create opportunities for recruiting these people to survive in competitive world and those organizations who fail to adjust their human resource management to modern norms are deemed to collapse [1].

It is necessary that organizations could distinguish themselves by intangible assets like talent, leadership, culture and integrated strategy [2]. In the early 1997, MacCenzy et al. posited the term "struggle for talent" to describe challenges which employers face to find a candidate with high skills [3]. They argue that few managers have this potential to play the role of leadership in their organizations. Therefore, countries throughout the world compete for reaching these talents. Therefore,

businesses must have the ability to identify talented people, give required training to them and maintain valuable employees for a long time. Talent management has many economic advantages. These economic advantages are proved in the businesses and individuals level [4].

Based on Man Power investigations (2006) which is approximately consist of 33000 employees from 23 countries it is clear that organizations are faced with the problem of filling key positions with talented people. 40% of managers complained about filling positions because the lack of talented labor. Talent management will become more important and significant because organizations face problems due losing or retiring managers and experts and severe scarcity of talents [3].

Accordingly, we must not imagine that talent management is a process which lasts 3 months or one year. But it involves an integrated planning which encompasses many factors and the human resource department is not responsible for it, so this makes the talent management a difficult and time-consuming but valuable work [5-7].

Some scholars define talent management regarding human resource management duties so as they consider

it as recruiting, developing, improving and maintaining individual for existing and future purposes of an organization [8].

Understanding strength and weakness of organization in innovation, human role and human resources is important. Researchers are trying to find the relation between characteristics of managers, beliefs, knowledge and experience and creativity in organizations [9].

Regarding organizational creativity and its nature, there is no consensus between psychologists and researchers and each of them has defined it from particular view. One of the authors has defined creativity as producing new thought [10].

Lotans defines creativity as creating a combination of solutions by individuals or groups highlights creative output and creativities as a problem-solving and poses creativity in individual and group levels. Oldham and Cannings, be emphasizing creative output and its characteristics, define creativity as products, ideas and trends which are new and valuable. In organizational environments, there are many shortages besides strengths, but creativity and innovation could be improved by suitable measures in talent management. Today's systems with new equipments and high efficiency are developing and the lack of creative people in planning establishing and substituting new systems is tangible. Organizations are working in such a dynamic and disturbed environment and a little delay eliminates them from the scene. Therefore, the creativity and innovation have high importance because they are the only way to maintain competitive advantages [11].

This research tries to find out that whether correct management of talents can increase the creativity amount in organization and if talent management has a close relation with creativity, innovation and flourishing of the organization. What is the level of creativity and innovation in study organization?

MATERIALS AND METHODS

Method: this research is survey correlational research.

Statistical Sample: statistical sample includes all male and female employees of Maskan bank in Hamedan in 2012 which are 202. Sample size was estimated using Kerjesi-Morgan table about 128 and cluster-sampling was used for statistical units.

Instrument: thesis, books and articles about variables and concepts of study were used and two standard

questionnaires for talent management were used: Mirzaee questionnaire with 42 items and Dorabje questionnaire with 48 items. These two questionnaires were of Likert type with five scales. Validity of each questionnaire obtained by KMO index and Bartlett test as 0.719 and 0.769, respectively. Reliability was calculated using Cronbach alpha: talent management questionnaire was 0.941 and organizational creativity was 0.964. SPSS software was used for analysis of data. Data were used by descriptive statistics like frequency, percent and cumulative percent, mean and mean comparison and inferential statistics like Pearson-Friedman correlation test to test the hypothesis.

RESULTS AND DISCUSSION

- 89 employers were employee or expert, 80 were male and 9 were female, 39 were manager, boss or deputy which all of them are male.
- Data related to independent variable i.e, talent management was gathered from branches' bosses and deputies and talent management and three dimensions: structural talent, behavioral talent and background talent were studied. Mean score of talent management was 3.24 with SD 0.494; mean structural score 3.1 with SD 0.702; behavioral talent mean score 3.45 with SD 0.583 and mean score of background talent was 3.18 with SD 0.404.
- Data related to dependent variable i.e. organizational creativity was obtained from employers and experts. The mean of this variable was 3.17 with SD 0.62.

Hypothesis Testing Result

Major Hypothesis:

Null Hypothesis: There is not significant relationship between talent management and organizational creativity.

Based on the table (1) data, because correlation is obtained in acceptable confidence interval ($P < 0.05$), it indicates that there is a significant and positive relationship between talent management and organizational creativity. By increase in the talent management level, organizational creativity will increase. This result was confirmed in 0.001 confidence level, so we reject the null hypothesis and confirm research hypothesis i.e. there is a significant relationship between talent management and organizational creativity in Maskan Bank in Hamedan.

Table 1: Relation between talent management and organizational creativity in Maskan bank using Pearson correlation test

Variables	Number	Mean	SD	R	P.value
Talent management	39	3.24	0.494	0.609	0.001
Organizational creativity	89	3.17	0.62		

Table 2: Relationship between structural talent and organizational creativity in Maskan bank using Pearson correlation test

Variables	Number	Mean	SD	R	P.value
Structural Talent	39	3.1	0.702	0.595	0.001
Organizational creativity	89	3.17	0.62		

Table 3: Relationship between behavioral talent and organizational creativity in Maskan bank using Pearson correlation test

Variables	Number	Mean	SD	R	P.value
Behavioral Talent	39	3.45	0.583	0.53	0.001
Organizational creativity	89	3.17	0.62		

Table 4: Relationship between background and organizational creativity in Maskan Bank using Pearson correlation test

Variables	Number	Mean	SD	R	P.value
Background Talent	39	3.18	0.404	0.53	0.001
Organizational creativity	89	3.17	0.62		

Results of this study are consistent with Hajikarimi *et al.* 2011. results because undeniable role of organizational culture, strategic human resource management and regulations provide grounds for talent in every organization. Safdari (2008) showed that there is a significant relationship between organizational creativity and organizational talent.

First Minor Hypothesis: There is no significant relationship between structural talent and organizational creativity.

Based on the table (2) data, because correlation is obtained in acceptable confidence interval ($P < 0.05$), it indicates that there is a significant and positive relationship between structural talent and organizational creativity. By increase in the structural talent level, organizational creativity will increase. This result was confirmed in 0.001 confidence level, so we reject the null hypothesis and confirm research hypothesis i.e. there is a significant relationship between structural talent and organizational creativity in Maskan Bank in Hamedan.

Kaling and Mallahi results are consistent with this study. These researchers found that the lack of talented labor to fill important organization positions is one of the structural strategies in talent management which influences firm ability for growth.

Rezaeean *et al.* [7] studied the comprehensive model for improving individual performance in oil industry and their results are consistent with the results of this research. Results showed that talent management

increases scientific awareness of employers and planning by filling key roles in future by training talented and creative individuals.

Second Subhypothesis: Null hypothesis there is no significant relationship between behavioral talent and organizational creativity.

Based on the table (3) data, because correlation is obtained in acceptable confidence interval ($P < 0.05$), it indicates that there is a significant and positive relationship between behavioral talent and organizational creativity. By increase in the behavioral talent level, organizational creativity will increase. This result was confirmed in 0.001 confidence level, so we reject the null hypothesis and confirm research hypothesis i.e. there is a significant relationship between behavioral talent and organizational creativity in Maskan Bank in Hamedan.

Results of other researchs are consistent with the study results. Aboallae and Ghafari (2006) [12] showed that finding talent and training among managers increase performance of organization and leads to creativity growth.

Third Subhypothesis: Null hypothesis: there is no significant relationship between background talent and organizational creativity.

Based on the table (4) data, because correlation is obtained in acceptable confidence interval ($P < 0.05$), it indicates that there is a significant and positive relationship between background talent and

organizational creativity. By increase in the background talent level, organizational creativity will increase. This result was confirmed in 0.001 confidence level, so we reject the null hypothesis and confirm research hypothesis i.e. there is a significant relationship between background talent and organizational creativity in Maskan Bank in Hamedan.

Deloit (2005) research showed that the ability to absorb and maintain talented people is most important problems of managers. Because these people needs dynamic and creative environment to present their abilities. If the conditions and creativity and innovation basis were not available in organization. These people would not see their job future in the organization and their organizational commitment decrease very rapidly and finally leave the organization.

Priorizing Factors: In order to prioritize the talent management dimensions, we used Freiman test. Results showed that among three talent management dimensions, behavioral talent with the mean 2.53U background talent with 1.66 and structural talent with 1.66 are places first, second and third, respectively. Chi-square 38.66 with 0.001 error level confirmed this result.

CONCLUSION

In summary, results of this study showed that there is a significant and positive relationship between talent management and organizational creativity, so talent management and its three dimensions i.e. structural, behavioral and background talents, have high influence on organizational creativity. If management of this organization knows this strategy and uses it, he/she can increase the organizational creativity of employers and saves organization from lack of organizational creativity consequences.

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