

Talent Management and Its Impact on High Performance – An Analytical Study in the General Company for Electronic Systems

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The aim of the research is to analyse the reality of the application of talent management in the General Company for Electronic Systems and to indicate the level of performance in it, as well as to determine the most dimensions of talent management impact on the high performance in the company, as the management talent is a modern administrative direction and a basic source to provide organisations with skilled workers and high performance. The problem of research was a number of questions focused on the statement of impact among its variables, and in order to achieve the objectives of the research, a questionnaire was adopted as a main tool for gathering information. It was distributed to a sample of 63 managers and officials in the General Company for Electronic Systems. The statistical program was used to analyse data. The statistical methods produced a number of results, the most prominent of which is that there is a significant influence on the management of talent in the high performance of the company. The factors that include the activity of performance management talent are the most influential in high performance.

Key words: *Talent management, high performance.*

Introduction

The intensification of competition in the global market as a result of globalisation and rapid developments in the business environment has brought about a significant change in the work of today's organisations. The acquisition of talent and the development of existing ones

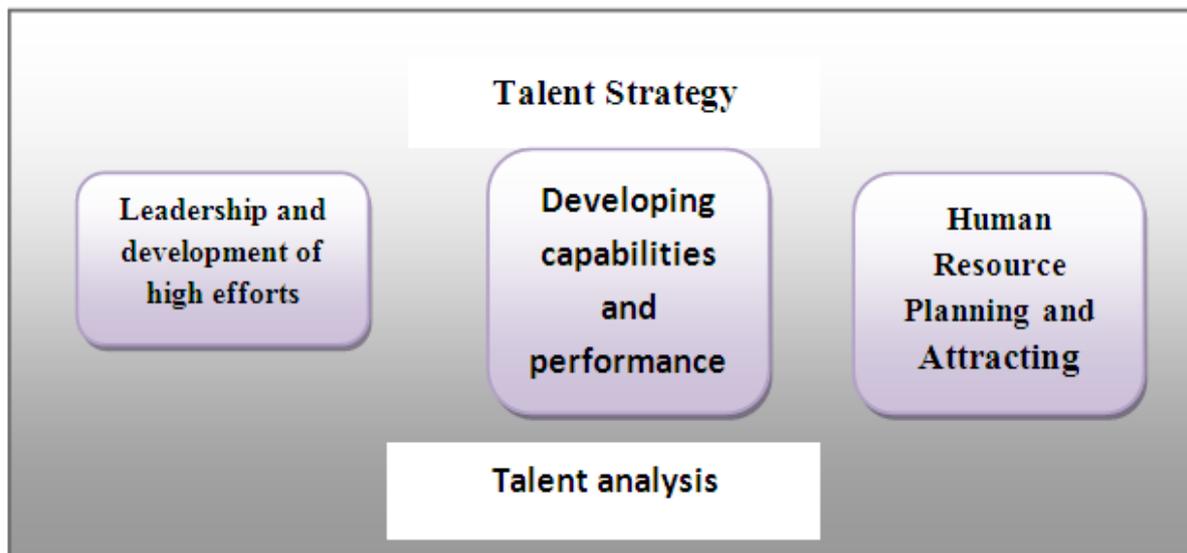
within the organisation is a rich and important source of success and survival in the market in order to take advantage of all opportunities and avoid all threats. The vision of the future contributes to the investment of intellectual capital in the long term, as the human resources are the main engine of the success of the organisation all, hence the idea was developed to highlight the management of talent and the impact on the high performance in the General Company for electronic systems. One of the companies affiliated to the Ministry of Industry and Minerals, which consists of three companies (General Company for Systems, General Information Systems Company and Al Khazen Company) for possessing workers who have a true talent of holders of higher degrees and bachelor's degrees, and like other organisations are experiencing rapid development necessitating the need to activate modern management concepts and methods talent, development and maintenance to achieve a high level of performance desired by the company (Aldourie, Zakaria Mutlaq, Saadi, Yarub Adnan,2012).

Theoretical part

First: Talents Management

- 1. The concept and importance of talent management:** The views of writers and researchers differed in defining the concept of talent management in different directions. Armstrong, M., (2009: 168) referred to it as "the process of attracting, empowering and maintaining the abilities and abilities of talented people and managing them properly and putting them on others to benefit from their ideas and achieve (Dessler, Gary 2011: 388) as "a close process for planning, attracting, developing, and managing the performance of talented workers and compensating them throughout the organisation" (Singh, Meera, 2012: 2) as "the process of managing a group of talented staff; as they promote the generation of design and development of ideas that can help the organisation survive and survive successfully. "(Zarkani, Mubarak Hijab Falah, 2015: 40)" A complete set of procedures, processes and programs used by the organisation to attract, develop and retain talented individuals to achieve high human resources performance and goals strategy of the organisation". Figure (1) illustrates the concept of talent management better. The group (Associates, 2008) has divided it into a number of functional areas:

Figure 1: Talent management concept



Resource: Associates, Hewitt (2008) the State of Talent Management: today's Challenges , tomorrow's opportunities , in partnership with human capital institute, All rights reserved, p. 5.

The importance of talent is highlighted by the benefits it brings to organisations (Maxwell & Maclean, 2008, 822):

A-Increase the productivity of the organisation

B - select the best talents and attract them to work in the organisation.

C-Developing human capital and developing their skills and abilities.

D- Improving the image and reputation of the organisation and increasing its market share.

E- Contribute to the progress of the organisation and maintain its position in the competition market and make it always at the forefront.

2. The entrances to the management of talent: Multiple entrances to the management of talent and the most important:

A- The operational entrance: According to SHL (GL, 2008,5), talent management is a set of ideal process systems that are used to make people talented to achieve the organisation's core goals. Ensuring success depends on talent ownership; therefore talent management is only part of the organisation's daily operations.

B - Cultural entrance: According to this approach, the success of individuals depends on their talent, and the success of the work will follow their personal success, and each individual depends on a particular talent for the purpose of excellence and success (Fang & Devos, 2008, 35).

C-Planning the human resources entrance: (appelli, 2008: 1) pointed out that the placement of suitable individuals in the right place and time and the completion of work in the right form is a goal that talent management seeks to achieve and to keep abreast of developments in the competitive environment (Fang, Fang Li, Doves, Pierre, 2010). This approach enhances the IT system and works on the development of different scenarios and future possibilities to face changes.

D. Competitive entrance: Attract talented individuals to work within the organisation and identify and provide their desires and needs. If the organisation does not do so, success will be the ally of the competitors (Awamleh ,Raida.A, 2009: 29).

E-The development entrance: This approach assumes that talent management is the rapid development methods for high-performance employees, while adopting the same personal development process for all employees of the organisation and speeding it up for those with high abilities. Therefore, the focus is greater on developing high potentials or talents faster than others. (Al-Douri and Al-Saadi, 14: 2011)

F-Strategic entrance: According to this approach, when building a framework that is linked to the human capital strategy, the organisation will direct the trend of transformational dynamic possibilities for the purpose of increasing talent and increasing the value and competitiveness of the organisation (Fang & Devos, 2008:38).

3. Dimensions of talent management: There are many classifications for the management of talent, but there is agreement by researchers on four dimensions to the success of the management of talent:

A-To attract talent: from the point of view of (Sphr, 2010,121) organisations should spend 80% of their efforts focusing on the development of internal talent and 20% searching for new workers and this in turn will be innovative organisations in trying to attract and employ these talented individuals and therefore will be a reason for their success and excellence.

B. Development of talent: Organisations can develop their human capital through training, learning, promotion, performance appraisal, pay, motivation and reward, thus enabling them to make a quantum leap in the process of learning and developing gifted people (Faisal, Muthanna Hazem, 245: 245). Gifted with adequate development and training, they may lose their talent (Torrington at el, 2011: 599).

C-Managing performance of talent: (Whelan, Eoin & Carcary, Marian, 2010:4) say that performance management works to identify talented employees in the field of knowledge within the organisation to provide feedback to employees, measure each employee's

performance, evaluate them, identify leadership talents, measure their performance, potential, core competencies and others (Naif, Asaad Kazem and Said, Esfad Mortada, 2015).

D- Maintaining talent: According to Nayef and Said, 2013: 583, the outstanding talent of workers ensures that they can easily move from one organisation to another because of what is now known as the "talent war", i.e. competition between business organisations to attract and attract talent. Encouraging the inclusion of talent retention within talent management tasks.

Second: High Performance

1. The concept and importance of high performance: High performance consists of a set of interdependent HR practices that can lead to higher performance through synergies between these practices (Dulaimi, Samar Adel Hussein, 1994: 2013). High performance organisations do not view workers as replaceable and disposable parts, but they are a crucial resource for providing the energy needed to achieve high sustainable performance results (Enezi, 375: 2014). In light of this, several high performance definitions have been defined as organisational architecture combination of work, personnel, technology and information in a way that optimises the match between them to produce high performance in terms of responding effectively to customer requirements and environment opportunities (Abdelkareem, 2010: 87). It also refers to a set of interrelated human resource practices that help deliver superior work outcomes (Anzi et al., 2011: 94). Some research suggests that the use of a range of HR practices including effective recruitment, testing and compensation procedures, performance management system, information exchange, employee participation and training can help development and retention of talents, thus contributing to high performance requirements, and high performance requirements are management practices that are difficult to replicate by competitors (Regne et al., 2008: 17).

2. Steps to implement high performance systems: According to (Brown, 2008: 9) for the purpose of implementing high performance systems must follow the following steps:

A- Building business for change: finding the means to convince employees that changes are useful and necessary.

B- Communication lines in two directions: creating two directions of communication channels as management and employees are able to share information

C-Involving employees in changes: To ensure that employees understand them and prepare them for both the organisation and them, and for their commitment to ensure successful implementation (Abdul Karim, Azzam Abdul Wahab, 2010).

D- Transition to high-performance work systems: monitor and implement changes to the entire organisation.

E- Continuous assessment after implementation: continuously evaluate the system to identify the objectives achieved and compare them to the planned objectives for which the system was designed.

3. High performance elements: Nicole (2005) identified four key elements in the organisation to become high performance:

A - Distinct commitment: To accomplish specific tasks through clear programs according to the standards committed.

B - Managing Effective Change: Requires leaders who can manage change effectively and this depends on the ability to anticipate changes that affect the ability of the organisation to involve its staff in planning and implementing changes in line with the vision, mission and values of the organisation (Al-Jawfi, Alia Said Abbas, 2010).

C-Open-minded open communication: Persuasion is the result of listening to others and providing information flowing from top to bottom or vice versa, which leads to a joint discussion of issues and project implementation that promotes understanding at all levels and encourages open communication through hierarchical departments (Al-Anzi, Saad Ali Hamoud, Al-Atawi, Amer Ali Hussein, and Abadi, Ali Razaq Jiyad 2011).

D-The culture of continuous learning: the search for ways of knowledge continuously to access new information and application in the workplace and the most important aspects of education is to recognise that the construction of a high-performance organisation is a continuous process does not end (Maxweel and Maclean, 2008).

Practical Part

First: Analysis of the Effect Relationship

The hypothesis of research, which relates to the analysis of the relationship of the independent variable effect (talent management) in the dependent variable (high performance), will be tested using simple regression analysis, as expressed by the main

hypothesis which states **there is a significant effect of talent management in performance Higher** using the following equation:

$$Y = \alpha + \beta X$$

That is (a) is a fixed amount, and Y is a function of the true value of talent management (X). The calculated value (t), the calculated F value, the significance level, and the value of the R² are used to test the effect of the search variables. It is shown in Table 1:

Table 1: Results of simple linear regression analysis between dimensions of talent management and high performance

Independent variables (X)	Dependent Variable (y)	R ²	Calculated value F	F value	β Parameters	Calculated value t	T value	The result
Attract talent X1	High performance	59%	87.68*	4.08	0.97	9.364*	2.000	Morality
Development of talent X2		65.5	115.82*	4.08	0.67	10.762*	2.000	Morality
Performance Management X3		70.3	144.2*	4.08	0.69	12.008*	2.000	Morality
Keep the talent X4		69.1	136.49*	4.08	0.71	11.683*	2.000	Morality
Management of talent X		78.8	226.49*	4.08	0.89	15.05*	2.000	Morality
*: Morality with confidence of 95% at the level of significance (0.05)							N=63	

Source: Preparation of researchers based on the outputs of the statistical program (SPSS)

Overall, the results of the analysis of the effect of the independent variable of talent management in the approved variable of high performance showed a significant effect as in Table (1), with the R² (78.8%). This means that talent management contributes 78.8% of the changes in the high performance, and the value of (F) calculated (226.49 *), which is greater than the value of (F) of (4.08) at the level of significance (0.05) and the calculated value (t) (15.05) t. The value of the regression parameter (β) was 0.89. This means that changing one unit in the values of talent management leads to a change in the high performance The amount of (0.89), and making progress, we infer that the main hypothesis has been achieved and that **"there is a significant moral influence of management talent in high performance"**.

Conclusions

1. The results showed that the company suffers from difficulties in attracting talent the value of (t) calculated (9.364) may be due to the lack of stable political and economic conditions, which is an obstacle to attracting and assigning talents in some cases.
2. The results of the research showed that the activity of the management of the performance of talent is the most influential in the high performance where (t) calculated (12.008) and this is a guide to the company's attention to the performance management system and in accordance with the requirements of competition.
3. The results of the research showed that the company has talented workers with high degrees and bachelor's degree and who have a service that extends for more than (10) years, which indicates the accumulation of experience.
4. It turns out that managing talent by its dimensions (attracting talent, developing talent, managing talent performance, retaining talent), which together have a significant impact on the company's high performance at a level of (0.05), indicating the role of talent management in achieving high levels of high performance of the company.

Conclusion

Human resources are one of the most important and critical elements of production in today's organisations. Organisations cannot achieve excellence and success without efficient human resources, even if they possess the financial and material resources and the most technologically advanced ones, so attracting and retaining talented human resources is one of the most important challenges facing organisations today. Hence, the idea of the study of the possibility of studying the impact of talent management in the high performance of the General Organisation for Electronic Systems, one of the companies affiliated to the Ministry of Industry and Minerals, as a modern administrative direction of human resources management to enhance the high performance of the company, all this effort was developed through theoretical and practical study, on the trends and opinions of the research sample through the hypothesis that "the management of talent affects morally and positively in high performance", which subjected to several tests to verify its validity. The research reached a number of conclusions, perhaps the most important: that there is a significant impact of talent management in the high performance of the company, and factors that include the performance management performance of talent is the most influential in high performance.

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