



# The Impact of Talent Management Strategies on Enhancing Organisational Renewal Capabilities

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Talent management is an important issue for our age, the age of knowledge and progress. The aim of this research is to identify the relationship between the correlation and the independent variable strategies of talent management in its sub-dimensions such as develop talent, attract talent, and retain talent and the variable dependent Organisational Renewal Capabilities in the dimensions of strategic competencies, time utilisation, and leadership behaviour. A sample was selected from a number of private schools in Baghdad governorate. The questionnaire was used to collect data based on the Likert scale. It was subjected to honesty and consistency testing and was distributed to a sample of 60 school principals and faculty assistants. About 50 questionnaire were retrieved for statistical analysis, (Spss) and the use of a number of statistical means to identify the relationship and impact through the mean and standard deviation and correlation coefficient and simple linear regression and (T-test). The research found a number of conclusions, including: the relationship of correlation and influence of positive moral significance between the strategies of talent management and organisational renewal capabilities. Based on these conclusions, a number of recommendations have been developed, the most important of which is the need to pay attention to the subject of talent management strategies to develop the management of schools, as a major challenge facing different organisations.

**Key words:** *Talent management, Organisational Renewal Capabilities.*

## Introduction

One of the most important reasons for progress in countries which leads to success in our world today is a combination of factors that generated a kind of differentiation in the



capabilities of organisations. The theme of talent management strategies is a vital and modern topic in organisations. Who are characterised by the skills and competencies and talents, effective and continuous development to employ their creativity and talent. The idea of research came to combine two main themes in the field of management strategies management talent and organisational renewal capabilities since the change is a key feature in today's world and the foundation for the survival and continuity, therefore organisations must learn effectively how to manage change and the emergence of the subject of organisational renewal capabilities with its sub-variables (strategic efficiency, time utilisation and management behaviours) as one of the elements of proactive success and a new force for the future as a cognitive concept to explore knowledge and reach the achievement of objectives. The objective of this research is scientific analysis of variables and to follow a strategy to present a scientific model of a set of elements that underpin the success of organisations through attracting talent, developing talent, and retaining talent. The importance of the research was manifested through research variables as modern administrative subjects that help educational organisations to invest in the abilities of distinguished individuals. This research includes two sections; the first aspect is the theoretical framework of the independent variable, being the management of talent and the second side. The theoretical framework of the dependent variable includes organisational renewal capabilities. The second section includes the practical aspect and finally the conclusions and recommendations.

## **First Topic: The Theoretical Framework**

### ***1-Talent Management Strategy***

The progress of the nations depends on the progress of thought and scientific production and the ability to market it in the future and own it, and this will only come in the preparation of talent (Tantawi, 2009) that communities care about human energies and sponsors in order to reach individuals to the maximum degree to achieve their humanity to the minds of talented and business needs high mental levels (Al-Qamish, 2011).

### **A-The Concept of Talent Management**

Talent management strategies are the ability of the organisation to provide a curriculum for individuals, employ them and train them as talented people who deserve attention to put the right person in the right place (Ahmed, 2011) (Siam 30: 2013 phrase). Through the management of human resources and includes the recruitment of outstanding individuals in the performance and can be supported and developed in order to benefit from their talents and retention.

Ismail and Ayazra (2012) have defined them as complex features qualify the individual to work and to achieve high through some functions are gifted as individuals who have fungal preparations and are properly adapted to the environment. Al-Anzi and others, 2011 referred to the talent management strategy, which is a set of activities that includes regular identification of important positions to fill them and the development of outstanding engineering to manage human resources. BABER (2004) is the processes and procedures that translate the organisation's strategy and faith into the organisation's ideology and programs.

### **B- The Importance of Talent Management Strategies**

The basic concept of talent management strategies is the process of training and developing human resources to achieve strategic objectives and make efforts that suit the abilities of working people and work requirements (Mahmood) (Nasif and Zanati, 2008). Talent management strategies are becoming more important as they focus on important strategic positions in identifying benchmarks and finding energy latent talent for each level in the organisation and the researcher believes that talent management strategies of the most effective and vital issues in organisations in the light of global competition for integration.

### **C - The Most Important Variables of Talent Management Strategies**

There are a number of variables for talent management strategies according to the perspectives of the researchers listed below Abadi 2011), (Morton, 2004), (Lengenegger, 2010).

The researcher has adopted the following variables, attract talent, develop talent, maintain talent for current research and presentation because it is suitable to achieve the objectives of the current research.

Abadi (2011) pointed out that the first steps to develop and build the best human capital is to choose the right person and the need to emphasise the value of the polarisation process and its importance to the manager to attract new talented individuals. (Al-Anzi, 2014: 367) added that the stages of attracting talent are to determine the potential and growth of the organisation as well as to evaluate the level of talent based on the potential of new individuals and not afford the loss and focus on development. The researcher believes that attracting talent is the acquisition and selection of highly qualified candidates after testing.

### **D - Talent Development**

(Chuai, 2008) considered that maintaining talent in organisations was achieved through training and development processes.

The researcher pointed out that the development of mental abilities and refined according to the requirements in the work of organisations.

### **E- Maintain Talent**

(Velo, 2014) sees that there are five retention strategies to keep talent:

- 1-Physical and moral incentives and rewards.
- 2-Customs and traditions.
- 3-Imposition of penalties in case of leaving work.
- 4-New employment.
- 5-Use of Exchange of Expertise.

The researcher considers that the process of retaining the talent is determined to keep the talent, encourage and motivate them through rewards and incentives.

### ***Organisational Renewal Capabilities***

#### **A-The Concept of the Capabilities of Organisational Renewal**

The subject of organisational renewal capabilities of modern topics, which led to reliance on definitions, mostly from foreign research and studies. Payhonen (2004) defined it as a knowledge-based ability to renew the intellectual assets of organisations and also to replenish intangible assets, including skills and knowledge (Kirsimarja and Aino 2008), defined as the capacity of the organisation to have leadership, innovation and creativity at the level Tactical (Nisula, 2013) has shown that it is the ability to generate flexibility, knowledge integration and finally (Kubaisi, 2014). It is a collective capacity of the organisation to evolve to change intangible inputs, maintain current success and build new strength for the future at the same time. Based on previous definitions, the researcher believes that organisational innovation is one of the core features of the organisation, which develops knowledge and learning, consisting of three dimensions, including innovation, sustainability, and the continuous progression of competitive advantage.

#### **B-Organisational Regenerative Variability Variables**

There are six variables identified by the researcher (Payhonen, 2004) & (Kubaisi, 2014) and the strategic competencies, time utilisation, leadership behaviour, communication, learning orientation, and knowledge management. Only three of them are sub-variables for current search and target achievement.

#### **C-Strategic competencies**

The term competence in the field of administration refers to it is a standard used to evaluate the performance of the administrative organisations and know the rate of success and failure in addition to the adequacy means the work of a certain thing or the exercise of something under a set of competencies and is linked to the full understanding of physical and human aspects (Zahrani , 2012).



The strategy has two basic aspects (Alhawari, 2011).

First, competencies are in line with the strategy of the organisation. Second, competencies need to be predetermined in order to be formed, and the definition of strategic competencies depends mainly on four dimensions of vision, empowerment, creativity and cooperation. (Bakhsh, 1991) Sufficiency is the potential and ability to perform a particular behaviour. It includes a set of skills that relate to a particular field and are mastery.

### **D-Time Exploitation**

This is the process of organising time and exploiting it with the best means to achieve the goals that the individual aspires to achieve and increasing the skills and experiences. The success of individuals and societies depends mainly on how, creativity and achieving the goals by investing time effectively. (Al-Zaher, 2011) It is related to the administrative work through the planning, analysis and evaluation of the administrative activities. The researcher believes that the exploitation of time is an urgent necessity for the organisations because of its impact on how to invest time efficiently and effectively.

### **E-Leadership Behaviours**

Leadership behaviours, determination and different decisions lead to the formation of joint activities among the working personnel. Leadership practices include managerial decision-making, reward in the organisation, and the ability of leaders to support activities and innovations through self-employed activities, listening to their innovative ideas and organising innovations efficiently and creatively to meet the challenges (Kiunto and Nisula, 2013).

### ***Management of Organisational Renewal and Organisation Design, How is Innovation Managed in Organisations?***

In order to answer this question, we must first identify the basics of change management and organisational development. The change in the organisation sometimes needs to be done to go beyond certain conditions, but the main problem is the refusal and reluctance of individuals to change and fear them. This requires effective management of this change in order to be accepted and supported by all the individuals involved in the organisation.

The change and renewal in the organisation includes several aspects, the most important of which is that change requires a number of important changes in the organisation, namely, changing the strategy and changing the organisational culture of individuals and their customs within the organisation in order to keep pace with the new changes.

Human resources management has multiple roles:

- A. Raising awareness of personnel working in areas that deserve attention, control and measurement;
- B. Positive behaviour towards organisational crises;
- C. Promotion and role modelling;
- D. Dealing with priorities in the same way as rewards.

### Second Topic: Practical Part

Relationships between search correlation variables between talent management strategies and organisational renewal capabilities, Table (1) shows the following:

**The first main hypothesis:** The correlation between the total dimensions of talent management and the total organisational renewal capacity has a strong positive correlational relationship, up to 100%. The correlation coefficient of Spearman (\*\* 0.736) shows that the greater the interest in talent management, Organisational Regeneration. This means accepting the main hypothesis. There is a significant correlation between talent management and organisational renewal capabilities.

**Table 1:** Values of correlation coefficients between strategic talent and organisational renewal capabilities

Organisational renewal capabilities Management of talent		Adequate Strategy	Time Exploitation	Leadership Behaviours	Total Organisational Regeneration Capabilities	Moral relations	
						number	percentage
Attract talent		0.324**	0.549**	**0.509	0.636**	4	%100
Develop talent		0.350*	0.566**	- 0.01	0.350**	3	%75
Keep the talent		0.349*	0.417**	0.694**	0.737**	4	%100
Total talent management		0.472**	0.579**	0.587**	0.736**	4	%100
Moral relations	number	4	4	3	4	92%	
	percentage	%100	100%	75%	100%		

**Source:** using of statistical program spss v.20 / \* Morality below the level of significant 0.05 \*\* Morality below the level of 0.01

**First sub Hypothesis:** The correlation between the total talent management and the strategic adequacy has a strong positive correlational relationship. The correlation coefficient between

Spearman and the strategic competence (\*\* 0.472) interest management talent has increased strategic attention enough.

**Second sub Hypothesis:** The correlation between total talent management and time utilisation was strongly correlated with Spearman's correlation coefficient between total talent management and time utilisation (\*\* 0.579). This shows that the greater the interest in talent management, the greater the interest of using time.

**Third sub Hypothesis:** The correlation between total talent management and leadership behaviour has a strong positive correlation relationship. Spearman's correlation coefficient between total talent management and driving behaviours (\*\* 0.670) shows that the greater the interest in talent management, the greater the interest in driving behaviour also we state the following:

- 1- Attracting talent is associated with the method of strategic efficiency, time utilisation, leadership behaviour, moral relationships, up to (100%). All relations were strong and at a moral level (0.01). Therefore, we conclude that there is a significant correlation between attraction of talent and the dimensions of organisational renewal.
2. The development of talent is related to strategic efficiency and time utilisation, significant correlation, relationship was strong and significant (0.05), and there is no significant correlation with driving behaviours (75%).
3. Holding talent is related to strategic competencies, time utilisation up to (100%) and all relations were strong and at a significant level (0.01). We conclude that there is a significant correlation between the talent circuit and the dimensions of organisational renewal.

### ***The Test of the Effect between the Variables of Research***

In order to test the relationship between the variables of the search, the simple linear regression value was calculated at the level of the main and sub-variables, and the F test was used to measure the morale as shown in Table (2).

**The second main hypothesis:** There is a significant effect of the management of talent at the macro level and the organisational renewal capabilities of strategic competencies, time utilisation, and leadership behaviours as in Table (10), which can show the moral and non-moral models of variables. In Organisational Regeneration Capabilities Major Hypothesis 2 to test the validity of the second major hypothesis to see if there is a (effect of talent management at the macro level in enhancing organisational regeneration capabilities), simple linear regression was used and results were as follows:

**Table 2:** The impact of talent management at the macro level in organisational renewal capacities

Sample	R <sup>2</sup>	F	Sig.
Regression	0.637	84.370	0.000
Model	B	T	Sig.
Fixed limit	1.559	6.869	0.000
Strategic vigilance	0.356	6.185	0.000

Table (2) shows the value of F for the total dimensions of talent management in the total organisational renewal capacity was (84.370) at a significant level (0.000) which is less than (0.05), and the value of the coefficient of determination (0.637). The value of the regression coefficient was (1.559), which means that there is a presence of (organisational renewal capacity) of (1.559), and that the value of the test t (6.185) and the level of morale (0.000) is less than (0.05), therefore the hypothesis of the main research is accepted. There is a significant effect of talent management in the capabilities of organised renewal so the simple linear regression model would be as follows:

$$Y = \alpha + \beta x \quad Y = 1.559 + 0.356 x$$

Where Y represents organisational regeneration capabilities, x represents talent management.

**First sub Hypothesis:** There was a significant effect of total talent management on strategic adequacy to demonstrate hypothesis validity. Simple linear regression was used and the results were as follows;

**Table 3:** Effect of talent management at the macro level on strategic adequacy

Sample	R <sup>2</sup>	F	Sig.
Regression	1.85	10.868	0.002
Model	B	T	Sig.
Fixed limit	2.566	5.930	0.000
Strategic vigilance	0.430	3.297	0.000

Table (3) shows the value of F for the total dimensions of the management of talent in the strategic adequacy was (10.868) at a significant level (0.002) which is less than (0.05), and the value of the coefficient of determination (1.85) (0.430) indicates that any change in total talent management by one unit leads to a change in strategic efficiency (0.430). The value of the regression constant is (2.566). The value of t reached (3.297) at a significant level (0.000),

which is less than (0.05). Therefore, the hypothesis is accepted, where there is a significant effect of total talent management in the sufficiency strategy:

**The second sub-hypothesis:** There is a significant effect of talent management at the macro level in time utilisation.

**Table 4:** Effect of talent management at the macro level in time utilisation

Sample	R <sup>2</sup>	F	Sig.
Regression	0.409	33.228	0.000
Model	B	T	Sig.
Fixed limit	1.301	3.368	0.001
Strategic vigilance	0.668	5.764	0.000

Table (4) shows the value of F for the total dimensions of talent management in time utilisation (33.228) at a significant level (0.000) which is less than (0.05) and the value of the coefficient of determination (0.409) (0.668). This value indicates that any change in total talent management by one unit leads to a change in time utilisation (0.668). The value of the regression constant reached (1.301), while the value of t (3.368) at a significant level (0.001) is less than (0.05), there for the hypothesis that there is a significant effect of the total talent management in exploiting time is accepted.

So simple linear regression model will be as follows:

$$Y = \alpha + \beta x \quad Y = 1.301 + 0.668 x$$

where Y represents the use of time, x represents the talent management

**Sub-hypothesis 3:** There is a significant effect on the overall dimensions of talent management at the macro level in driving behaviour.

**Table 5:** Effect of Total Management of Talent in Leadership Behaviour

Sample	R <sup>2</sup>	F	Sig.
Regression	2.83	18.588	0.000
Model	B	T	Sig.
Fixed limit	0.810	1.359	0.180
Strategic vigilance	0.779	4.356	0.000

Table (5) shows the value of F for the total dimensions of talent management in driving behaviour was (18.588) at a significant level (0.000) which is less than (0.05), and the value of the selection factor (2.83) Of the change in driving behaviour, while the value of the

coefficient ( $\beta$ ) was equal to (0.779). The value of the coefficient ( $\beta$ ) indicates that any change in total talent management by one unit leads to a change in driving behaviour (0.779) The value of t (4.356) and the level of morale (0.000) is less than (0.05). Therefore, the hypothesis is accepted, that there is a significant effect of the total management talent in driving behaviours.

From Table 4 we draw that Talent Attraction is one of the dimensions of talent management has a significant effect with the variables of organisational renewal capacity (100%). The development of talent is influenced by the strategic efficiency (33%). The table (retention of talent) is one of the dimensions of talent management that has a significant effect with (time utilisation and driving behaviour), which is (66%) (Kirsiimarja and Aino, 2008); (Payhonen, 2004); (Veloso et al 2014); (Morton, 2004); (Lengenegger et al., 2010); (Berger and Dorothy 2004)

**Table 6:** The effect of talent management variables with the variables of organisational renewal capabilities

Organisational renewal capabilities		Adequate Strategy		Time Exploitation		Driving Behaviours		Total Organisational Regeneration Capabilities		Moral Models	
										Number	percentage
Attract talent		3.14	0.10	2.02	0.30	1.46	0.26	2.21	0.49	4	%100
		5.65	0.02	20.76	0.00	16.82	0.00	45.99	0.00		
Develop talent		2.98	0.12	1.79	0.32	3.37	0.00	2.71	0.16	2	%50
		6.69	0.13	22.65	0.00	0.00	0.99	9.14	0.04		
Keep the talent		3.13	0.12	2.44	0.17	0.91	0.48	2.15	0.59	3	%75
		6.65	0.13	10.12	0.03	44.53	0.00	68.13	0.00		
Moral Relations Issue	Number	1		3		2		3		Factor	R <sup>2</sup>
	percentage	%33		%100		%66		%100			

The value of F is calculated at a significance level of 0.05 = 4.00

## Results

1-The application of talent management strategies for human resources lead to the establishment of a knowledge society, which in turn leads to the achievement of learning and research excellence suitable for civil schools and taking into account demographic changes in the environment.

2-Talent management strategies and organisational renewal capabilities are recent management issues and refer to intangible assets in organisations in general.

3-The civil schools differ from each other in the use of scientific methods to manage the talented and this depends on the capabilities possessed by the material and scientific potential distinct.

4- Ownership of civil schools for educational staff with distinguished experience (old teachers) are suitable because.

Be highly educated and educated and confirmed the answers as a scientific wealth of schools benefit from the investment of their experiences.

5- There are high degrees of learning and knowledge in the civil schools and the presence of a number of teachers for those with higher degrees such as doctorate and master.

6- Effectiveness of the independent variable (talent management) in the dimensions of the responding variable (organisational renewal capabilities)

7. Through the interviews and statistical analysis of the research sample, their reliance on the owners of the experience and their choice and benefit from their experiences are to work in the studied schools.

There is a great interest from the administrations of the civil schools, which are questioned by the old teachers and retirees with distinguished expertise and their high level of education in order to benefit from their high experience.

9- Ownership of private schools with high readiness and willingness to develop outstanding talents available to them.

10- There is great importance to the behaviour of leadership in the building of talent management, by attracting and retaining talents and the existence of moral ties with the administration in the civil schools.

## **Recommendations**

1- The need for the administration of private schools to spread the culture of talent management for the educational fields and work through it to build distinguished talents of the important educational cadres.

2-The need to build strategies to manage talent and apply them on a global basis and identify the necessary facilities.

3-The need to provide incentives and rewards for managers and teaching staff of the excellence and encourage them to creativity and achievement.

4-The need to establish relations and communication between private schools and identify new sciences to implement the management of talented.

5-Attendance of directors in private schools for conferences and seminars and learn about modern methods in gifted schools.

6-Adoption of civil schools for those with experience in holding managerial positions and attracting skilled individuals.

7-Pay attention to the training process and prepare the talented to acquire scientific skills and excellence.

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