

REICE
Revista Electrónica de Investigación en Ciencias Económicas
Abriendo Camino al Conocimiento
Facultad de Ciencias Económicas, UNAN-Managua

Vol. 9, No. 17, Enero - Junio 2021

REICE ISSN: 2308-782X

<http://revistacienciaseconomicas.unan.edu.ni/index.php/REICE>

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Investigating the Status of Components of Extra-Organizational Factors and Its
Relationship with Strategic Talent Management in The Islamic Azad University Branches
of Sistan and Baluchestan Province

Investigación del estado de los componentes de los factores extraorganizacionales y su
relación con la gestión estratégica del talento en las sucursales de la Universidad
Islámica Azad de Sistán y la provincia de Baluchistán

Fecha recepción: abril 09 del 2021
Fecha aceptación: mayo 29 del 2021

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Resumen

Emplear la gestión del talento es una de las necesidades más importantes de las organizaciones. Las organizaciones, como sistema abierto para el crecimiento y el desarrollo, las organizaciones siempre deben adaptarse a las variables internas y externas. Al implementar la gestión del talento, los factores organizativos externos afectan el éxito o el fracaso. Teniendo en cuenta la importancia de este tema, la investigación actual tiene como objetivo investigar el estado de los componentes de los factores extraorganizacionales y su relación con la gestión estratégica del talento en las ramas de la Universidad Islámica Azad de Sistán y Baluchistán. Esta investigación es descriptiva y correlativa en términos de naturaleza, y se aplica en términos de propósito, y es una encuesta en términos de método. La población estadística de la investigación son los administradores y el personal de las Universidades Islámicas Azad de Sistán y Baluchistán, el número de los cuales es 194 seleccionados por el método de muestreo estratificado. Para recolectar la información, se dispuso un cuestionario elaborado por investigadores basado en la revisión de la literatura y los artículos. La validez aparente y de contenido de los cuestionarios se confirmó utilizando la opinión de expertos. El coeficiente alfa de Cronbach de las variables se estimó superior a 0,7, lo que representa la consistencia interna de los ítems y confirmó la fiabilidad. Para analizar los datos, se utilizó una prueba t de una muestra utilizando el software SPSS y el modelado de ecuaciones estructurales y el software PLS. Los resultados obtenidos de esta investigación mostraron que de acuerdo al promedio obtenido para estos componentes (regulaciones y reglas gubernamentales, estrategia, sistema educativo y competidores) los factores extraorganizacionales se encuentran en el nivel deseable (superior al promedio evaluado). Existe una relación positiva y significativa entre los aspectos de los factores extraorganizacionales y la gestión estratégica del talento en un nivel significativo inferior a 0,05.

Palabras clave: gestión del talento, factores externos, sistema educativo, estrategia, sucursales de la Universidad Islámica Azad de la provincia de Sistán y Baluchistán.

Abstract

Employing talent management is one of the most significant needs of organizations. Organizations, as an open system for growth and development, organizations must always adapt to internal and external variables. By implementing talent management, the external organizational factors affect success or failure. Considering the importance of this subject, the current research aims to investigate the status of the components of the extra-organizational factors and its relationship with the strategic talent management in the branches of the Islamic Azad University of Sistan and Baluchestan. This research is descriptive and correlation in terms of nature, and is applied in terms of purpose, and is a survey in terms of method. The statistical population of the research is the managers and staff of the Islamic Azad Universities of Sistan and Baluchestan the number of which is 194 selected by stratified sampling method. To collect the information, a researcher-made

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questionnaire based on the literature review and papers was arranged. The face and content validity of the questionnaires was confirmed using experts' opinions. Cronbach's alpha coefficient of the variables has been estimated higher than 0.7, representing the internal consistency of the items, and confirmed the reliability. To analyze the data, a one-sample t-test using SPSS software and structural equation modeling and PLS software was utilized. The results obtained from this research showed that according to the obtained average for these components (governmental regulations and rules, strategy, educational system, and competitors) extra-organizational factors are at the desirable level (higher than the evaluated average). There is a positive and significant relationship between the aspects of the extra-organizational factors and the strategic talent management at a significant level of lower than 0.05.

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Keywords: talent management, external factors, educational system, strategy, Islamic Azad University Branches of Sistan and Baluchestan Province.

Introducción

Human resources in the organizations are strategic capitals by proper managing or which to realize the organization's purpose as well as the staff's purposes, and by creating a two-way commitment, will lead to the personal performance improvement of the staff and as a result, improving the organizational performance. Thus, elite and talented human resource has more effect on this process such that managing this group of employees is considered as the macro investments for the organizations (Tahmasebi et al., 2018).

Utilizing talent management is one of the most significant needs of organizations. It is clear that a talented manager does not enjoy the management and ability to be a manager but a good and talented manager can be raised from a talented organization. If talent management is considered in organizations, in addition to increasing the satisfaction of the clients of that organization, the number of conflicts in that organization will be reduced considerably. Talent management has been defined as a system to identify, recruit, nurture, improve, and keep the talented individuals to optimize the organization's power to realize the results of the business (Sweem, 2009).

What has been accepted in the management science is to believe in the talent management of the human resources forms the foundations of the efficiency and organization's effectivity, and managers who are interested in their organization's success and progress try to recognize the factors leading to the talent identification of the useful human resource. Talent identification of human resources and its proper application is one of the most efficient ways to be free from the probable conflict of every organization. Strategic talent management is the flow of talent in an organization. Its purpose and aim are to ensure the desirable supply of talents to match the proper individuals with proper jobs at a proper time and based on the strategic purposes of the organization (Al Lozi et al., 2018).

The talent management system identifies the skills of the talented staff and uses them in the proper areas. Although talent management has been favored by the researchers and authorities, it has not progressed enough. One of the constraints might be the obstacle for this progress is this truth that talent management does not have an equal definition and clear conceptual boundaries. Many redundancies, waste, incentives, lack of proper productivity, long distance from designed programs, all due to lack of knowledge of talent in the work area of the organization, which is rooted in lack of knowledge and clear understanding of the talent management system (Herati Moghadam, 2017). To the extent that many authors, including (Karatop et al., 2015), believe that talent management, like the word talent, does not have a specific meaning and encompasses a broader meaning. A vague understanding of the general nature of talent management strategy has led to various and sometimes different definitions of this term (Alavi & Hosseini Manjezi, 2019). Organizations as an open system for growth and perfection must always adapt themselves to internal and external variables. By implementing a talent management system, external and internal factors of the organization affect the success or the failure. (Morton, 2004) mentioned various external factors that play a driving or preventing role in the talent management policies; these factors include economy, organizational integrations, and merges, and the global development plans. The effect of the economy on talent management is through the demand and supply of human resources. Merging companies also have a deep impact on the talent management the result of which is the staff being extra at all the levels and the high number of people with high potential yet limited organizational position; another outcome is creating more diversity in the workplace and generating the new cultural concepts in the organizations that consequently, will have an impact on the talents management (Morton, 2004). Global development plans also affect the concept of cultural diversity, international professional position, and the need for understanding and effective working of the local workforce.

Some of the extra-organizational factors are as follow: regulations and instructions system defining the tasks of the staff and is considerably emphasized that all the activities of all the organization's member be controllable and predictable (Gelens et al., 2014). The strategy includes deciding \ about where is the destination, and how will be the way to reaching it. Strategy defines the long-term objectives, however, it is mainly focused on the way of realizing this purpose. The strategy is the mean for creating value (Armstrong, 2006).

The educational system is an intricate and interdependent set in which the consisting components and sub-systems have been organized in a way to realize the predetermined purposes under the influence of the constant interaction (Mojarad, 2015). Competition between the higher education institutes to attract the students, research credits, humanitarian aids, etc. particularly in the societies with the competitive economy, is considered as the effective force in the growth. Ghelichli believes that competitive advantage is the presentable value of the company for the customers in a way that these values are higher than the customer costs (Ghelichli, 2006).

According to the importance of the subject, the current paper aims to study the status of the components of the extra-organizational factors and its relationship with the strategic talent management in the branches of the Islamic Azad University in Sistan and Baluchestan province.

Research Empirical Background

(Hassanpour et al., 2019) conducted a study entitled "Designing a Talent Management Model in the Banking Industry Using Grounded Data Theory in the Banking Industry". In this research, the paradigm model of talent management in the roles of causal, contextual, intervening conditions, the main phenomenon and consequences of design and development, and the dimensions of talent-seeking, talent-identification, talent-development, talent application, and talent retaining have been identified for the main phenomenon.

(Tahmasebi et al., 2018) have conducted a study entitled "Study of the relationship between talent management and performance improvement and organizational productivity in employees." The results showed that the correlation between talent management and employee performance improvement is 0.629 and with organizational productivity is 0.7, which according to the estimated level of significance can be claimed that there is a positive and significant relationship between these three variables. According to the obtained R2 value of 0.39, it can be claimed that the talent management variable can predict the improvement of performance and productivity. Also, all aspects of talent management have a positive and significant relationship with improving performance and productivity.

(Al Lozi et al., 2018) conducted a study on "Cognitive understanding of the concept of talent management: the application of the structuralism of the treasury network". The results of the analysis present this concept in the form of a system in two specific monopoly dimensions and looking inward and eight structures: a reliable process for identifying talented individuals, a treasury of talented individuals, a development opportunity for talented individuals, specific individuals for specific positions, exclusive, facilitating career path for key people, targeted evaluation of key people and providing talent within the organization.

(Sweem, 2009) has studied the "relationship between talent management and organizational performance" in a study. The results showed that there is a significant relationship between activities related to talent management and service quality and innovation in service delivery and also the necessary measures to retain talent in the organization has the most positive effect on the quality of services provided and attracting top talent to the organization has the most positive effect on increasing the ability to innovate in the organization.

Herati Moghadam, 2017) conducted a study entitled “the effect of talent management on the effectiveness of the human resource information systems in the business banks of Jordan”. The research results showed that the talent management strategies have a considerable effectivity in the human resources information systems of Jordan Banks.

(Karatop et al., 2015) conducted a study entitled "Study of the relationship between talent management and performance improvement and organizational productivity in the staff of Izmir University in Turkey". The results showed that the correlation between talent management and employee performance improvement is 0.629 and with organizational productivity is 0.7, which according to the estimated level of significance can be claimed that there is a positive and significant relationship between these three variables. Given the R2 value of 0.39, it can be claimed that the talent management variable can predict performance and productivity improvements. Also, all aspects of talent management have a positive and significant relationship with improving performance and productivity.

(Alavi & Hosseini Manjezi, 2019) conducted research entitled “the role of talent management in the performance of the governmental organizations of Bern city”. They concluded that education and development is the key element in human resources talent management. In fact, education and development are similar to Litemouse’s test. That is to say, other management plans must be evaluated by comparing them. When the organizations compete with each other based on the quality and apply the work plans with a high commitment such as staff participation, teamwork, and payment based on the competency. The development of staff is considered a key element in the performance in such a status. This issue can increase the capacity of the individuals and recruited groups, and empower them to participate in the systems significantly in which, the cooperation of the individuals is encouraged.

(Morton, 2004) in the study of "designing a talent management model in the production system using the fuzzy logic method" presented a model to assess the level of competence of employees and use this information to achieve an optimal level of performance of employees' emotional and intellectual abilities and experiences. They concluded that talent management raises organizational awareness and is a supportive tool for human resource management; Talent management is also a key to success in discovering people's abilities.

Materials and Methods

This research is descriptive-correlational in terms of nature, is applied in terms of purpose, and is the survey method in terms of method. Research statistical population of the managers and staff of the Islamic Azad Universities of Sistan and Baluchestan province the number of which was 829, and 129 were selected using the stratified sampling method among 7 Islamic Azad universities. To collect the information, a researcher-made questionnaire was arranged based on the literature review and papers. Strategic Talent Management Questionnaire with 83 questions and components; Talent Attraction System, Talent Selection, Talent Utilization, Talent Development, Talent Development, Talent

Retention in the form of a 5-point Likert scale from strongly agree to strongly disagree, External Factors Questionnaire with 17 questions and components; Government rules and regulations, strategy, education system, competitors in the form of a 5-point Likert scale ranged from very low to very high. The face and content validity of the questionnaires were confirmed based on the opinion of the subject experts. Cronbach's alpha coefficient of variables was also estimated to be higher than 0.7, which indicates the internal consistency of items and confirmation of reliability. In order to analyze the data, one-sample t-test using SPSS software and structural equation modeling using PLS software were used.

Result and discussion

Hypothesis 1: components of the extra-organizational factors in the studied population are in the desirable status.

According to the results obtained from (Table 1), it can be said that in the studied population, all the components of the extra-organizational factors are at a desirable level ($p < 0.05$). In other words, according to the average obtained for these components, it can be said that the components of the governmental regulations and rules, strategy, educational system, and competitors are at the desirable level (higher than the average value).

Table 1. the status of the components of the extra-organizational factors in the studied population

Component	Average	Standard deviation	Theoretical average-3/00	
			t-statistics	p-value
Governmental rules and regulations	3.49	0.76	9.07	0.001
Strategy	3.47	0.72	9.09	0.001
Educational system	3.61	0.77	11.04	0.001
Competitors	3.87	0.76	15.79	0.001

Hypothesis 2: there is a relationship between the governmental regulations and rules and strategic talent management.

Hypothesis 3: there is a relationship between strategy and strategic talent management.

Hypothesis 4: there is a relationship between the educational system and strategic talent management.

Hypothesis 5: there is a relationship between the competitors and strategic talent management.

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According to (Table 2), Cronbach's alpha and the composite reliability of the research variables are higher than 0.6, indicating the proper reliability of the research variables.

Table 2. Reliability of the measurement tool (questionnaires)

Variable	Cronbach's alpha	Composite reliability
Governmental regulations and rules	0.670	0.818
Strategy	0.761	0.834
Educational system	1.000	1.000
Competitors	0.540	0.634
Talent attraction system	0.538	0.642
Talent selection	0.800	0.840
Talent application	0.898	0.453
Talent development	0.918	0.929
Talent retention	0.915	0.926
Acceptable value	>0.6	>0.6

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According to (Table 3), the Average Variance Extracted (AVE) is estimated 0.4, indicating that the used questionnaires have an acceptable convergent validity.

Table 3. Convergence of the measurement tools (questionnaires)

Variable	Average Variance Extracted (AVE)
Governmental regulations and rules	0.604
Strategy	0.460
Educational system	1.000
Competitors	0.474
Talent attraction system	0.477
Talent selection	0.442
Talent application	0.484
Talent development	0.445
Talent retention	0.461

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The values in (Table 4) show that the square root of the AVE coefficients of each structure is greater than the correlation coefficients of that structure with other structures, which indicates the acceptable divergence validity of the structures.

Table 4. Divergent validity of the measurement tools (questionnaires)

Variable	1	2	3	4	5	6	7	8	9
1-Governmental regulations and rules	0.78								
2-Strategy	0.72	0.68							
3-Educational system	0.59	0.52	1.00						
4-Competitors	0.71	0.41	0.68	0.69					
5-Talent attraction system	0.15	0.20	0.20	0.30	0.69				
6-Talent selection	0.21	0.37	0.45	0.63	0.45	0.67			
7-Talent application	0.25	0.18	0.19	0.17	0.35	0.45	0.70		
8-Talent development	0.32	0.26	0.27	0.30	0.65	0.64	0.23	0.67	
9-Talent retention	0.35	0.24	0.27	0.23	0.65	0.42	0.61	0.35	0.68

The fitness of the model has been shown in (Figure 1) and (Figure 2).

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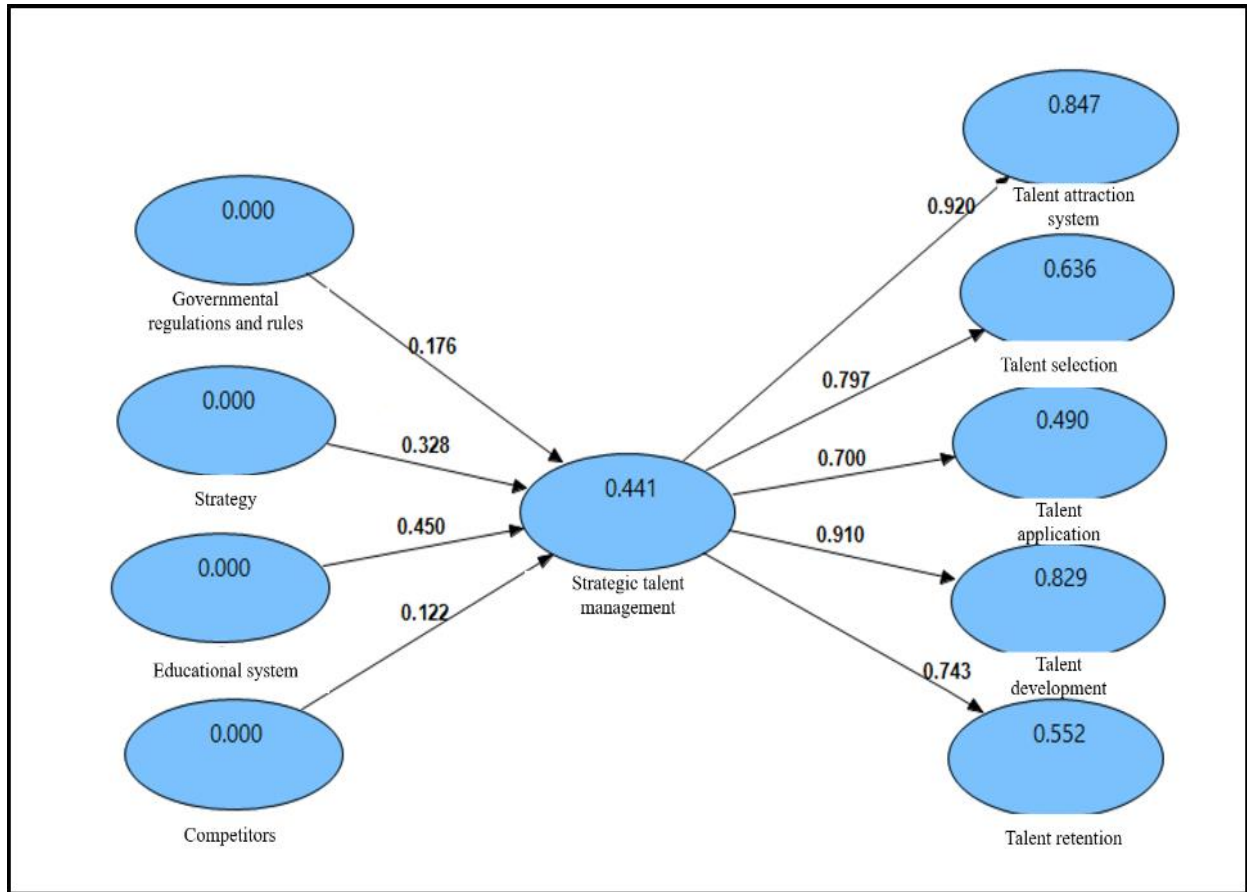


Figure 1. Path coefficient of the research model

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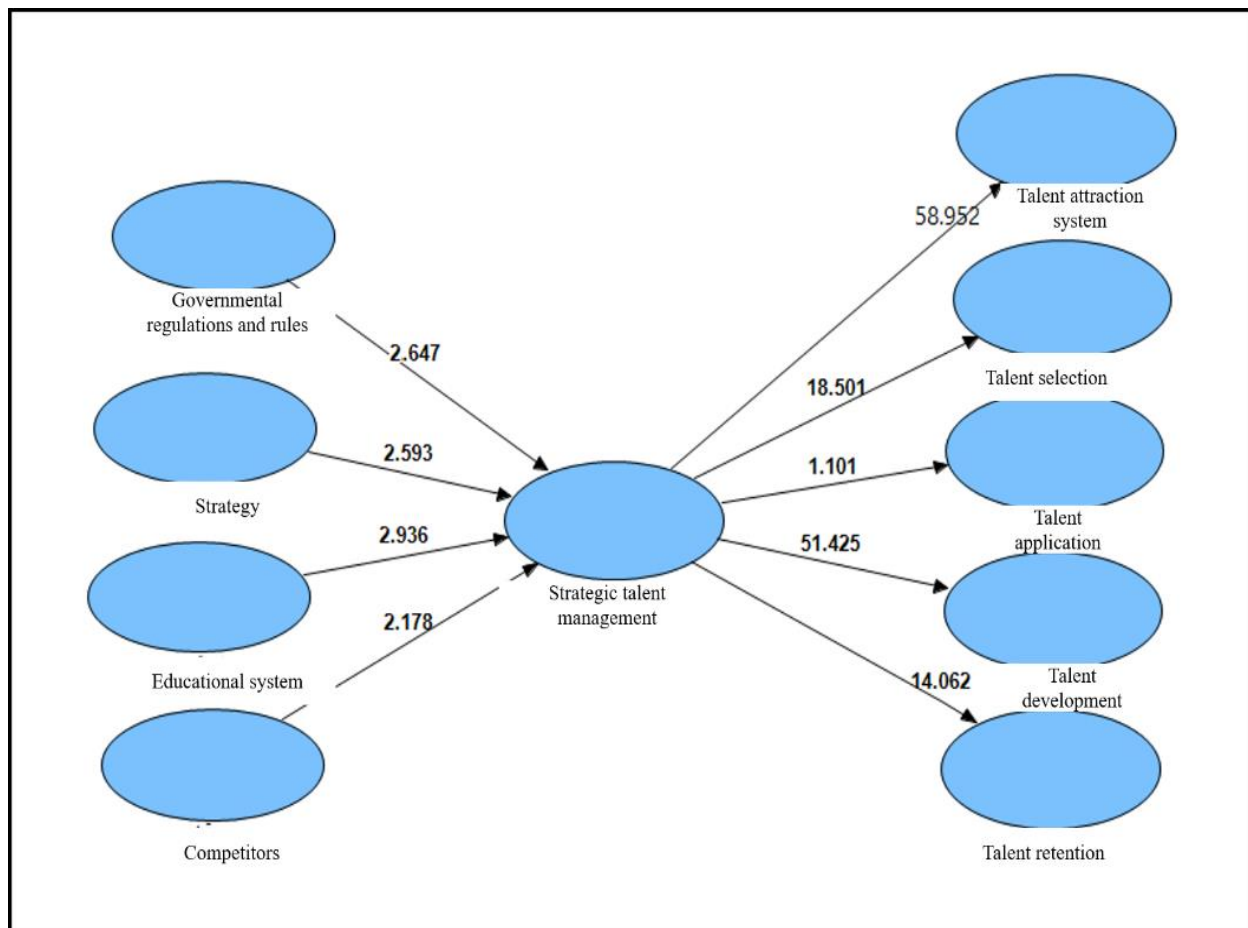


Figure 2. T-statistics significance in the research model

According to the results obtained from (Table 5), there is a relationship between the aspects of governmental regulations and rules, strategy, educational system, and competitors and the strategic talent management (p -value < 0.05). The relationship between all components under study with strategic talent management is incremental (direct). Also, according to the path coefficients, it can be said that the intensity of the relationship between the educational system and strategic talent management is higher than other components under study.

Table 5. Results of research hypotheses test

Hypothesis	Path coefficient	t-statistics	Result	Relationship type
Governmental regulations and rules → strategic talent management	0.176	2.647**	Confirmed	Incremental
Strategy → strategic talent management	0.328	2.593**	Confirmed	Incremental
Educational system → strategic talent management	0.450	2.936**	Confirmed	Incremental
Competitors → strategic talent management	0.122	2.178**	Confirmed	Incremental

According to the results, it can be said that in the population under study, all the components of the extra-organizational factors are at a desirable level ($P < 0.5$). In other words, considering the average obtained for these components, it can be said that the components of the governmental regulations and rules, strategy, educational system, and competitors are at the desirable level (higher than the average). In the meantime, competitors with 3.87, and strategy with 3.47 obtained the maximum and minimum values among the components, respectively.

According to the results, there is a relationship between the governmental regulations and rules, strategy, educational system, and competitors and the strategic talent management ($p < 0.05$). These relationships are incremental (Direct). Also, according to the path coefficients, it can be said that the intensity of the relationship between the educational system and strategic talent management is more than the other aspects under study.

Conclusion

Considering the obtained results and the direct and incremental relationship between the extra-organizational factors and the strategic talent management, managers realize that the dynamic and active organizations need interaction and proper communication with their surroundings, and it can be achieved by the efforts of all the organizational complex; therefore, management while maintaining the organization's position in the society, must educate and nurture each one of the staff and faculty members as the arm and eyes of the organization, and it can be achieved only by the sense of cooperation. In the extra-organizational aspect, the obtained result indicates that considering the social duties of the organization, the selection of the staff can be done based on the mission and prospect of the organization strategically so as a result, the staff is selected who are appropriate for the organization's future and present needs.

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