

Surveying Relationship of Talent Management and Organizational Commitment Case Study : Kalleh Amol Meat Products Company

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Abstract:

This research is surveying the relationship between talent management and organizational commitment. SEM (structural equation model) method was used for data processing. Results show that indexes of talent management in the form of linear process have significant relationship with organizational commitment. Results of the research reveal that care about indexes of talent management such as talent absorption, alignment and maintenance of talents and development and growing of talents for improving people's commitment to the organization, has a dramatic role. Other researches show that job satisfaction has a relationship with talent management and organizational commitment. As the subject of talent management is new in Iran, important point is that no research has been conducted yet about the relationship of that with organizational commitment.

Key words: organization commitment, talent management, absorption, alignment and maintenance, development and growing, structural equation model

1. Introduction.

Addressing development of human resources as one of the essential necessities of organizational excellence and success of businesses , is amongst the undeniable opportunities which has key role in the field of human resources. Human resource development has different components that each of them has effective role and talent management and organizational commitment are among them.

It seems that generally accepted definition for talent management is emerging. But yet there is not exact definition for it which everybody accept it. Definitions of talent management are variable according to the term of use. Talent management include complex of processes for identifying, employment and management of people to conduct business strategies successfully. Talent management ensure that qualified people with suitable skills are in suitable job position to reach expected goals. (Taj-e-Din, Mohammad, Moali, Marja; 1378)

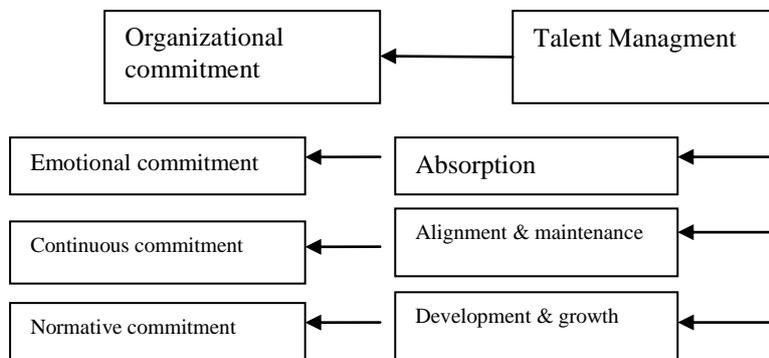
Porter et al (1974) define organizational commitment as accepting organizational values and engaging in the organization and its measures are motivation, willingness to continue the job, and accepting organizational value (Ranjbarian, 1375). Commitment can have positive and negative consequences. Committed employees have more discipline, stay more with the organization and work more (Morhed, Griffin, 1374).

Due to the importance of organizational commitment, there are lots of researches about factors which affect it. Job satisfaction is one of the factors which affect organizational commitment (Tamilson, Paul; Jankinz, Michel, 1379)(Araghi, 1377). In another research relationship between talent management and job satisfaction was discussed (Zamanian, 1389). Due to the role and importance of talent management and other researches, this research believe that there is a significant relationship between talent management and organizational commitment.

We can divide talent manager into three main domain according to its definitions (Taj-e-Din, Mohammad, 1387):

1- talent absorption 2- talent alignment and maintenance 3- talent development

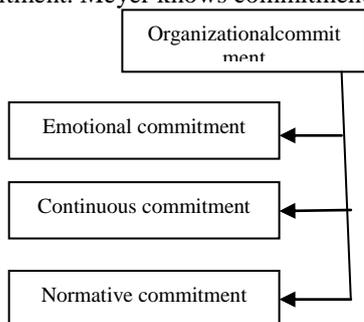
Due to the above definitions, in this research the relationship between talent management and organizational commitment in Kalleh meat products company are studied. This research include one main and three secondary hypothesis. The main hypothesis is about identifying the relationship between talent management and organizational commitment in Kalleh company; and secondary hypothesis are identifying the relationship between talent absorption and organizational commitment, identifying the relationship between alignment and maintenance and organizational commitment and identifying the relationship between development and organizational commitment in Kalleh company. Figure 1-1 is the conceptual model of the research :



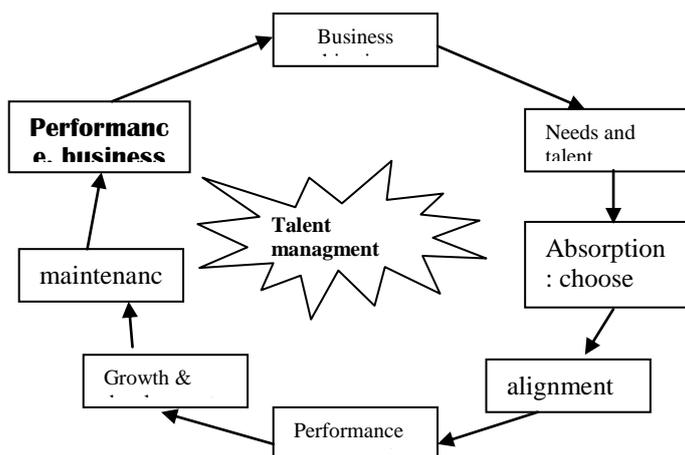
2. Literature.

In various researches we can see that job satisfaction is an effective factor for productivity and compassion of employees for the organization, their interest for their job and increasing quality and quantity of their job, establishing good human relations (Hooman, 1382).

In researches about relation of job satisfaction and organizational commitment, general effect of job satisfaction on organizational commitment and effect of indexes and components of each subject were studied. For example, in a research which 183 employees of a factory were participated, relationship between two distinct components of organizational commitment (emotional and continuous commitment) with job satisfaction were studied. Results of the research showed that there is a positive relationship between emotional commitment and job satisfaction but the relationship between continuous commitment and job satisfaction is negative (Tamilson, Paul; 1379). Results of another research showed that job satisfaction affects organizational commitment (Araghi, 1377). Most of researches in this field applied Meyer and Allen model to survey organizational commitment. Meyer knows commitment as an innate state which has at least three separable component:



In a research named “ studying the relationship between talent management and job satisfaction in public organizations of Kerman” it was concluded that talent management affect job satisfaction (Zamanian, 1389). Zamanian applied Mokha’s talent management model in his research :

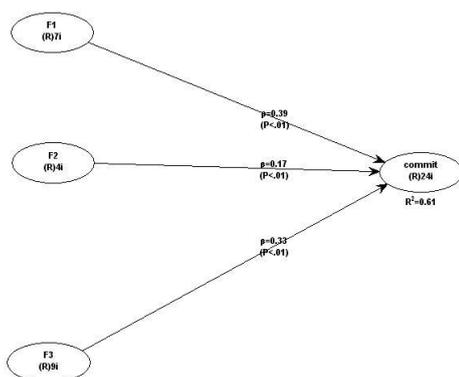


There is no article or proposal about the relationship between talent management and organizational commitment in Iran. So it is the first time a research has conducted about this subject by using Mokha’s talent management model and Allen’s organizational commitment model. Original model was derived from Sikran’s model (Mohammadi, 1385).

3. Results.

Equation which has derived from the model is :

$$X3 + 0/330 X2 + 0/169 X1 = 0/386 y$$



RESULTS SHOW THAT ABSORPTION HAS THE MOST EFFECTIVE ROLE IN INCREASING ORGANIZATIONAL COMMITMENT AND DEVELOPMENT AND GROWTH & ALIGNMENT AND MAINTENANCE COME NEXT. COEFFICIENT OF DETERMINATION IS 0/608 AND IT SHOWS THAT 61% OF ORGANIZATIONAL COMMITMENT’S VARIATIONS ARE PREDICTABLE VIA THREE VARIABLES OF TALENT MANAGEMENT. IN OTHER WORDS, IF STATE OF ABSORPTION, ALIGNMENT & MAINTENANCE AND DEVELOPMENT & GROWTH IS CLEAR, UP TO 61% OF ORGANIZATIONAL COMMITMENT OF AN ORGANIZATION CAN BE PREDICTED THROUGH LINEAR METHOD.

Research based suggestions:

- 1- more investment on alignment and maintenance in the form of paying salary and benefits, health services, retirement and....
- 2- research about results of decrease in alignment and maintenance of human resources
- 3- Studying the relationship of talent management and organizational commitment in other organizations
- 4- Provide good infrastructure and prepare managers through trainings to become qualified for absorption and training employees.

Suggestions for future researches:

- 1- Studying effect of normative, emotional and continuous commitment on talent management in organizations.
- 2- Studying effect of absorption, alignment & maintenance and development & training on normative, emotional and continuous commitment

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