The relationship of talent Management and the Efficacy of Superior and middle-based Managers of Therapeutically-Educational Hospitals of Kermanshah City

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ABSTRACT
The main purpose of the present study was to investigate the relationship between the talent management and efficacy of the middle and superior-based managers of therapeutically and educational hospitals of Kermanshah City. This study was an applied research in terms of its purpose; but it was also a descriptive of scale-based study methodologically. The data gathering instrument was subjected to a reliable questionnaire in this study. It was aimed at investigating the talent management and efficacy of the managers. The related population of the study included the middle and superior-based managers of Kermanshah medical sciences university; the number of these populations was about 197 cases. The sample selection was based on the Morgan Table that the number was reached to 150 ones as the sample of the study. In order to analyze the related data, T-test was applied. The obtained results showed that there is a significant relationship between the talent management and efficacy of middle and superior-based managers of the therapeutically educational hospitals of Kermanshah City; and it can be stated that by increasing the level of the talent management, the efficacy will be also increased considerably in this case.

Key words: talent management, efficacy, therapeutically-educational hospitals

INTRODUCTION
The pre-requisite of a developed community is to have the same developed human resources potentially and the whole developed organizations can obtain their own power and autonomous due to the same human resource affair as the high potential strategic investment in this case. These human resources can lead to the excellent achievements regarding to the process of their thinking way bringing the progression of the entire organizations potentially in this case [4]. Today the whole organizations need to have creative and flexible human resources responding their audiences potentially; in the other hand, the determination and absorb or maintenance of these talents is a very complicated process for the whole organizations. The most dynamic organizations are always seeking these talents in order to optimize their organizational performance potentially. The management of the talent has been represented firstly by the Mackenzie Company in 1990s according to the Wikipedia; this is considered as a professional term in relation to the management issue considering among the whole organizations recently (Baron, 2008). Today, the financial and technological resources are not the only benefits of the organizations, but having the most talented people is one of the most crucial issues of these organizations. In this competitive environment having frequent changes over the new innovative issues, only organizations are success where they apply the most efficient and potential or strategic human resources in their own pavement [2]. The talent management makes the whole organizations to have or use these noble and talented staffs at their occupational setting potentially [4]. According to a research titling the role of managers in the talent management has been carried out in relation to 20 international company managers in 2006 and the results were published in the magazine of Economist. The results of the same research showed that these managers have allocated about 20 to 40% of their time for the process of talent management [6]. The magazine of H. R. Fox in April 2007 has predicted that after this year the talent management should be considered as one of the most crucial affairs of the human resources managers [7]. The growing and nurturing of the talent management is an inseparable part of the organizational progression. In today’s business world, the management of the human resources is not only focusing on the expenses, but also it can be come along with the organizations’ occupational issues [2]. The conscious and recognition of the
organizations along with the requirement to the talent management has caused the organizations consider a person as responsible for fulfilling the organizational affairs [5].

In fact, the importance of the present study is that the application of the related results by the superior and middle managers of the educational and therapeutically hospitals can make a sustainable development in this regard while some others like Capli (2008) considers the economical conditions as the appearance of the talent management after the second world war; and the most superior viewpoint is subjected to the concept appeared in 1990s. At that time, Mc Kenzy and his largest American Company stated their slogan: the best talents value to be fought. Their information over 77 companies in one year including 6000 managers was obtained in this regard. Then, a case study of 20 other companies was carried out regarding to the enrichment of the talent process being appended to the present study. The obtained result was that the high skillful and talented people are the main successful point of the organizations during the 20 future years (Bachelor and Woodward, 2009). For example, in the study of Clarke and Winkler (2006) regarding to the reflections of the talent management carried out about the Goldman Company more than 90% of the respondents believed that the talent management activities can influence on the organizational issues positively.

In another study based on the estimation of a managerial institution in the US, about third-fourth of the respondents have stated that the talent management is established among the highest priority of the human resources affairs [9]. Iles et al (2011) in a descriptive-scale based study the talent management has been investigated in different contexts into the seven international or multinational companies in Beijing. Six companies out of seven companies have been allocated to exclusive approach. Only the company C has been devoted to the involvement approach. The company believed that people applying the occupational requirements are really talented in this field. Two companies have allocated the talent towards the special staffs with distinct performance (company A) and another company having with high potential strategic affairs (company E) finding the most scarce people in this case. These companies consider the process of the talent management as the human resources management and pretended that the devoted talent management has been originated from their requirement for preserving and keeping the related talents at their own pavement. In contrast, in company F the process of the talent is subjected to the main chain of the occupational values directly. The main stimulant of the talent management in this company is to overcome on the absorb obstacles trying to preserve and keep the talents. Similarly in company D the talent is subjected to the key situations occupied by people in the occupational hierarchy; the difference is that the talent is going towards the main abilities of the people regarding to the organizational affairs. In this company and the company B the talent management is considered as one of the most crucial elements of the human resource management going towards the social investment approach. It also is going towards the rehabilitation of the organizational abilities while it is also emphasizing on the preservation of the talent people. Sucllion and Collings (2011) in a research titling the determination and absorb of the talents carried out the investigation of the talented people with their high ability and skills through the questionnaire in the Converges Company. This company is a leading company in the field of the communication management assisting the vast domain of the customers regarding to the technological affairs along with consultation services making the most sophisticated communication with their own customers and audiences in this regard. As a result their research specified five main criteria in this case. Of these criteria the knowledge and literacy 42%, recent occupational situation 21%, personality traits 17%, occupational backgrounds 12% and the talent and progression potential 8% were allocated to the company for keeping its own affairs in this case. The quantitative research was carried out in relation to the determination and growth of the talent people in 85 western multinational companies potentially. The result was that although these companies consider the importance of the talent management importantly, but they could not make their own strategies towards determining and growing the talented people in this regard. The way of talent management in multinational companies has been bonded to the related systems and organizational targets and structures; but, in the small companies, there is no any talented staffs found strategically but in turn they keep preserving and keeping their activities based on the talented people in this case. These activities include the competitive praises making an opportunity for growing the progression of the organizational affairs; this also makes a kind of motivation for the whole staffs finding the personal talents and prodigies among these staffs potentially. Again this makes an organizational culture in this pavement [7].

Walter et al showed that there is a relationship between the elements of this model (absorb, selection, challenging, development and preservation) with the occupational satisfaction among the organization staffs. Among these elements, challenging 37% as the maximum and absorb with 9% had the minimum degrees in this regard. Stahl (2009) concluded that the most sophisticated companies regarding to the talent management have organizational internal stability paying attention to the optimization of their own activities along with occupational strategies potentially in this case. These researchers consider the special
attention towards the leadership as one of the most important factors for their success in this pavement. This also makes them to develop their superior leaders or managers into their organizational affairs efficiently; they believed that the process of the educational issue is an inseparable part of these organizations considering to the process of the talent management. The occupational development plans of these organizations have been roughly paid attention towards planning the human resources and educating the future leaders or managers. Moreover, it can also include the different groups of executive managers in various levels and human resources unit. Bousseaba and Morgan (2008) specified that the payment and wage strategy has been allocated in Singaporean system in order to keep their talented staffs while this strategy has the lowest efficacy in South African company systems. Also in Brazil, France and Netherland the satisfaction and motivation feeling is highly paid attention and in Japan the same system is going towards praising and respecting people; in Italy the formation of an efficient recovery is roughly emphasized and in North Korea the process of the knowledge towards the functional targets is the main approach for keeping the related talented individuals into an organization. The root of these differences is subjected to the nature of the human force, unemployment rate, economical dimensions and social and national culture affairs.

MATERIALS AND METHODS
The present research is an applied research purposefully; it also is a descriptive-scale based study.

Statistical sample:
In this present study the number of people was 115 ones that they were taken up by the use of Morgan Table and about 197 top and middle based managers were also extracted in this study.

Data gathering method:
Due to the research literature investigation obtained in the second reference, we require the first data reference at first. Then both library and filed-based methods were also applied in order to gather the related data in this regard.

Data gathering instrument:
A questionnaire regarding to the talent management has been applied in this study in order to gather the data; the assistance of the whole professors and consultants were also applied in order to conduct the study.

Talent management:
This questionnaire includes 27 options that the five elements have been applied in order to measure the talent management. The level of the measurement is based on the Likert five scale; the questions of the questionnaire has been adjusted in the positive orientation. This questionnaire is completed by the middle and superior-based managers and they are asked to specify the options from the likert five scales ranging from the very high, high, to some extent, little and very little. The scores are ranging from 1 to 5, respectively.

The efficacy of the managers:
This questionnaire includes seven dimensions regarding to the efficacy of the managers (creation, speed, accuracy, reduction of job iteration, regularity, forming team and reduction of the expenditures) that it also includes seven options in this case. The questions of the related questionnaire have been adjusted in the positive orientation.

Reliability and validity of the data gathering instrument:
The comments and viewpoints of the whole related professors and consultants were applied in order to determine the validity of the questionnaire in this present thesis. Cronbach alpha method was also applied in order to determine the reliability of the study. Then twenty questionnaires were statistically distributed among the sample. The related Cronbach alpha was obtained 0.87 since the obtained coefficient was also higher than 0.7; for the reason, the validity was also represented in this case.

Data analysis methods:
T-test, correlation and regression test were also applied in this study.

RESULTS

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Sig level</th>
<th>Determination coefficient R2</th>
<th>Correlation coefficient R</th>
<th>Error level</th>
<th>N</th>
<th>Type of relationship</th>
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<tbody>
<tr>
<td>Relationship between talent</td>
<td>0.001</td>
<td>0.0001</td>
<td>0.340</td>
<td>0.05</td>
<td>115</td>
<td>Linear</td>
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<tr>
<td>Relationship between talent</td>
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<td>0.401</td>
<td>0.05</td>
<td>115</td>
<td>Linear</td>
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<tr>
<td>Relationship between talent</td>
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Table 1: results of main hypothesis correlation coefficient significance
Due to the results of the above-mentioned table, it should be stated that in the level 1% error, there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City. Due to the results, the obtained correlation is about 0.401 and there is found a positive relationship in this regard.

Due to the results of the above-mentioned table, it should be stated that in the level 1% error, there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City. Due to the results, the obtained correlation is about 0.0.332 and there is found a positive relationship in this regard.

Due to the results of the above-mentioned table, it should be stated that in the level 1% error, there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City. Due to the results, the obtained correlation is about 0.560 and there is found a positive relationship in this regard.

Due to the results of the above-mentioned table, it should be stated that in the level 1% error, there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City. Due to the results, the obtained correlation is about 0.385 and there is found a positive relationship in this regard.

Due to the results of the above-mentioned table, it should be stated that in the level 1% error, there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City. Due to the results, the obtained correlation is about 0.421 and there is found a positive relationship in this regard.

### DISCUSSION AND CONCLUSION

The main hypothesis of the study is that there is a significant relationship between the talent management and the efficacy of the middle and top managers of educational and therapeutically hospitals of Kermanshah City. Along with the completion of the related test, in the confidence level 99% the P-Value is 0.001 and lower than 0.01 and as a result the H0 is rejected and it is confirmed in 1% higher as H1; in other words, it should be stated that there is a positive significant relationship between the talent management and efficacy of middle and top managers of the educational and therapeutically hospitals of Kermanshah City with correlation coefficient 0.340 that it is coincident with the studies of Kapli (2008), Clark and Clark and Winkler (2006), Iles et al (2011), Sulicon and Collings (2011), Walter et al (2010), Rezaieeian and Soltani (2009) and Jahanghiri and Mehrali (2008). Although the research limitations and the obtained results of the correlation test do not let us judge about the cause and effect relationship between both variables of the talent management and the efficacy. But it can be stated that by increasing the level of the talent management, the efficacy will be equally increased because obtained correlation is negligible between both related variables having high importance or significance in this case.

By the completion of the related test in confidence level 99%, the P-Value is 0.001 and lower than 0.01 and as a result the H0 is rejected and it is confirmed in error level higher 1% as H1. In other words, it can be stated that in the error level 1% there is a positive significant relationship between the talent absorb and efficacy of the middle and top managers of the educational and therapeutically hospitals of Kermanshah City with 0.401 correlation coefficient. By the completion of the related test in confidence level 99%, the P-Value is 0.001 and lower than 0.01 and as a result the H0 is rejected and it is confirmed in error level higher 1% as H1. In other words, it can be stated that in the error level 1% there is a positive significant relationship between the talent absorb and efficacy of the middle and top managers of the educational and therapeutically hospitals of Kermanshah City with 0.385 correlation coefficient. By the completion of the
related test in confidence level 99%, the P-Value is 0.001 and lower than 0.01 and as a result the H0 is rejected and it is confirmed in error level higher 1% as H1. In other words, it can be stated that in the error level 1% there is a positive significant relationship between the talent absorb and efficacy of the middle and top managers of the educational and therapeutically hospitals of Kermanshah City with 0.421 correlation coefficient.

The obtained results of the linear regression between the talent management and the efficacy showed that there is a linear relationship efficacy and independent variable; the fixed degree of the related coefficient is about 2.187 and the degree of the performance indices is 0.450. Since the SIG of both coefficients is 5%, the equality hypothesis of the coefficients is rejected along with zero and both coefficients left in the model.

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