

The Impact of Talent Management on Productivity of Bank Mellat of West Azerbaijan Province

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Abstract

The purpose of this research is studying the relationship of talent management on productivity of Bank Mellat of West Azerbaijan province. The statistical population of this research were all employees of Bank Mellat of West Azerbaijan province. The population were 850 people of employees of Bank Mellat of West Azerbaijan province. The number of sample obtained 265 people using Morgan table. For gathering information the talent management inventory of Ohli (2007) and the productivity inventory of Hersi and Goldsmith (1980) were used. Validity of the questionnaire was confirmed by five professors in management and the reliability with Cronbach's alpha was 0.89 and 0.91, respectively. For data analyzing Pearson correlation test was used. The results showed that there is a significant positive relationship between talent management and employees of Bank Mellat southern province of Western Azerbaijan. Also results indicated that significant and positive relationship between components of talents management that is talent attraction ($p < 0.05$), keep talents ($p < 0.05$) and talent development with productivity of employees of Bank Mellat of West Azerbaijan province.

Keywords: Talent Management, Attraction, Keep, Development, Productivity.

Introduction

CIPD Institute, sees talent as a sophisticated combination of skills, knowledge, cognitive abilities and high potential. And defines talent management, understanding and focus on a part of human resources with high-potential. Talent management focuses on how people come into the organization and grow (Sayyasi, 2011). Today, organizations have realized that in order to be successful in complicated world economic system and durability in the business environment, they require the best talents. At the same time to the need to recruit, develop and retain talents, organizations have found that their talents are critical resources that for achieving the best results require management (Maali and Tajaddin, (2008). talent management is defined as a system to identify, recruit, education, promotion and maintenance of susceptible individuals with the aim of improving the organizational capacity to achieve

business results. According to the definition of talent management and considering employee life cycle as a model for integration, the most important human resource development processes, it can be understood that topics related to talent management in all processes cycle is extended and deployment.

1. Selection and Placement, 2. Learning Management and Education 3. performance management 4. system of service compensation 5. Pay for performance 6. Succession planning (Nouralian et al, 2014).

Results of several studies have shown that talent management has an impact on employee productivity (Mirtavoosin et al, 2016, Nili Ahmadabadi and Jovkar, 2016, Bashir Banaem and Ahmadi ASL, 2015, AarabPour and Nikpour, 2015, Elyasi and Shiri, 2014). Due to resource constraints in all countries of the world, increasing organizational efficiency as a basic necessity to improve the standard of living of a nation is important. These constraints including material production factors such as capital, land, technology as well as efficient and effective

Human resources expert, so the need for efficiency in both developed and developing countries and underdeveloped countries is a necessity (Khaki, 1997). In the field of organizational efficiency and its influencing factors studies have shown that factors such as, training of manpower employed, motivation among employees to more and better work, creating the appropriate fields the initiative and creativity of managers and employees, Establish appropriate performance-based payment system, And establishing a system of punishment and encouragement, and ultimately enhance job satisfaction are factors affecting organizational efficiency (MirKamali and Sanaye, 2001). According to statement contained considering the importance of employee productivity in organizations the necessity of this study was formed. Therefore the purpose of this paper is studying the relationship of talent management on productivity of Bank Mellat of West Azerbaijan province.

Research Hypothesis

The main hypothesis: There is relationship between talent management and performance of employees of Bank Mellat of West Azerbaijan province.

Subsidiary Hypothesis

1. There is relationship between talent attraction and employees productivity of employees of Bank Mellat of West Azerbaijan province.
2. There is relationship between keep talents and employees productivity of employees of Bank Mellat of West Azerbaijan province.
3. There is relationship between talent development and employees productivity of employees of Bank Mellat of West Azerbaijan province.

Research Methodology

The method of this research is descriptive-correlation. The population were 850 people of employees of Bank Mellat of West Azerbaijan province. The number of sample obtained 265 people using Morgan table. For gathering information the talent management inventory of Ohli (2007) and the productivity inventory of Hersi and Goldsmith (1980) were used. Validity of the questionnaire was confirmed by five professors in management and the reliability with Cronbach's alpha was 0.89 and 0.91, respectively. For data analyzing Pearson correlation test was used.

Findings

A) Descriptive results

%86 of the subjects were men and %14 were women. 44% of the subjects aged between 25 and 35 years, 42% of the subjects between 35 and 45 years and 24% of subjects over 45 years old, 4% of the subject's had diploma, 12% of the subjects associate, 61% of the subjects had bachelor degree and 23% of the subjects had MA and PhD degree.

A) The results of hypothesis testing

Kolmogorov-Smirnov test

According to table 1 the obtained significance level for each variables is bigger than 5 percent error level. It means the data are normally distributed. Therefore, to analyze the hypothesis of research parametric tests (Pearson correlation and regression) is used.

Table 1: Kolmogorov-Smirnov test results

hypothesis	sig	K-S statistics	Error level	conclusion
Talent management	0/085	1/391	0.05	normal
Talent attraction	0/0121	0/734	0.05	normal
Talent keep	0/075	1/211	0.05	normal
Talent development	0/0146	0/575	0.05	normal
productivity	0/063	1/208	0.05	normal

Test hypotheses

Results inserted in table 3 shows that there is positive and meaningful relationship between talent management and productivity of employees of Bank Mellat west Azerbaijan. Also results indicated that significant and positive relationship between components of talents management that is talent attraction ($p < 0.05$), keep talents ($p < 0.05$) and talent development with productivity of employees of Bank Mellat of West Azerbaijan province.

Table 2: The correlation coefficient between talent management and employee productivity.

Talent management and its components		Productivity of employees
Talent management	Pearson correlation	0/45
	significance	0/000
Talent attraction	Pearson correlation	0/36
	significance	0/002
Talent keep	Pearson correlation	0/21
	significance	0/006
Talent development	Pearson correlation	0/29
	significance	0/004

Discussion and Conclusion

The purpose of this research was studying the impact of talent management on employee productivity of Bank Mellat of west Azerbaijan province. Results of the main hypothesis analysis showed that there is relationship between talent management and employee productivity of Bank Mellat of West Azerbaijan province. This means that to any size administrators show greater interest to talent management, their employees show better productivity and this is consistent with findings of other researchers (Mirtavoosin et al, 2016, Nili Ahmadabadi and Jovkar, 2016, Bashir Banaem and Ahmadi ASL, 2015, AarabPour and Nikpour, 2015, Elyasi and Shiri, 2014). Therefore it is necessary to pay more attention to talent management Bank Mellat employee's southern province of West Azerbaijan, and in this way, organizations improve employee productivity. Results of the analysis of first subsidiary hypothesis showed that there is a relationship between the talent attraction and employee productivity of Bank Mellat West Azerbaijan province. And this is consistent with findings of other researchers (Mirtavoosin et al, 2016, Nili Ahmadabadi and Jovkar, 2016, Bashir Banaem and Ahmadi ASL, 2015, AarabPour and

Nikpour, 2015, Elyasi and Shiri, 2014).attraction and recruit good talents in organizations leads that competent and deserved people enter to Bank Mellat and this capacity be used in line with improving productivity of other staff and finally efficacy and productivity of the organization.

Results of the analysis of third subsidiary hypothesis showed that there is a relationship between the talent development and employee productivity of Bank Mellat West Azerbaijan province. And this is consistent with findings of other researchers (Mirtavoosin et al, 2016, Nili Ahmadabadi and Jovkar, 2016, Bashir Banaem and Ahmadi ASL, 2015, AarabPour and Nikpour, 2015, Elyasi and Shiri, 2014).so that talent development in the organization leads that staff update their working capacities and capabilities and develop their practical capabilities.

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