



Research Paper

A phenomenological reflection on the design of talent management model in the country's banking system

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Abstract

The present research was conducted with the aim of identifying the factors affecting talent management in the country's banking system. The research method is phenomenological in terms of practical purpose and in terms of collecting qualitative information, and the research community is professors and experts in the field of talent management in the banking system, which is based on the principle of theoretical saturation. 11 people were selected from among the academic staff members of universities, presidents and vice presidents of banks. The research tool is a semi-structured interview, and Lincoln and Guba's four criteria were used for the reliability of the data. The analysis of the interview texts led to the identification of 4 main categories of identification (with 3 subcategories of skills, personal characteristics and attitudes), recruitment (with 2 subcategories of external and internal organizations), development (with 2 subcategories of evaluation, retention), service compensation. with 2 external and internal subcategories), 9 subcategories and 32 concepts.

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Extended Abstract

Introduction

With the arrival of the third millennium AD and the emergence of the knowledge-based economy, human resources have been proposed as an elemental, competitive and strategic element in the preservation and survival of the organization and increasing its productivity. The increasing demand of employers to attract skilled workers on the one hand and the desire of capable employees to take over valuable jobs on the other hand, has caused organizations to compete with each other to attract the best talents (Charkhtab Moghadam & Hamze Mollaie, 2019). In this battle, successful organizations seek to improve their strategies, policies and procedures so that they can attract, develop and maintain the talents that are necessary for their survival. Some human resources experts believe that talent management is one of the most important human capital challenges that organizations have faced in the 21st century (Okoro, 2016). Today's organizations are well aware that they need the best talent in order to succeed in the complex global economy and remain competitive in the business environment. At the same time as understanding the need to recruit, develop and retain talent, organizations have realized that talent is a critical resource that needs to be managed to achieve the best results (Butter et al, 2015). The CIPD Institute considers talent a complex combination of It knows skills, knowledge, perceptive abilities and high potential, and defines talent management as recognizing and focusing on a part of the organization's human resources with high potential. Talent management focuses on how people enter the organization and grow. do Talent management focuses on competency requirements and how people move inside and outside the organization (Beamond et al, 2016). Today, the role of managers in organizations is so important that having a competent manager is one of the reasons for the success of any organization. The organization is considered especially educational organizations. Organizations that have experienced continuous growth and sustainable success have been managed and directed by a manager or a team of talented, competent and efficient managers and leaders, for this reason, management literature refers to countless articles and articles on talents, skills and He has special abilities of talented managers; The characteristics that make the manager successful in performing critical managerial tasks (Gholami et al, 2024). Considering that the vertical hierarchical structure of most banks and the inflexibility of the human resources system in attracting and retaining talents have caused problems that the presentation of the model The policy of the talent management system in the banking network of the country is necessary. Based on this, the main question of the current research is what are the factors affecting talent management in the country's banking system and what is the model of talent management in the country's banking system?

Theoretical framework

Talent is a combination of three components including abilities, interpersonal characteristics and performance. Also, the organizational context and job rank of talents is another important issue that makes the weight of these factors different; which is the fourth part under the title of environmental effects (Aloo & Moronge, 2018). Talent includes competence, commitment and participation. Talent is all activities and processes related to the management of the flow of talent entering and leaving the organization and the processes that They occur in the form of talent search and talent cultivation. Talented people are employees who have the potential to do things above average through having superior talent, and are very responsible people and have a desire to develop as much as possible (Al-Lozi et al, 2018). Talent management with talent management is capital. Placement in the field of employees, identification of successors and talented people in the organization and promoting them to play various roles



define leadership (Lewis & Heckman, 2006) based on existing definitions from authors and researchers. The field of human resources management and management found three basic concepts for the term talent management. In the first concept, talent management was defined as a set of human resources tasks such as recruitment, selection, training and development. From this perspective, they argue that talent management may be little more than a buzzword or euphemism for human resource management. In the reviewed literature, they pointed out that talent management is a systematic method for performing human resource management tasks, but not in its traditional way, but with a broader view and with a more accurate performance using new technology tools such as the Internet and software. related or the purpose of implementation in all levels and parts of the organization. The second concept of talent management specifically focuses on predicting or modeling the human resources process within the organization based on factors such as workforce skills, supply and demand, and growth and attrition. It has labor force. From this perspective, talent management is more or less synonymous with human resources and workforce planning. The third concept focuses on talented people in terms of performance and potential. People with high potential are paid more attention in the process of using labor force in organizations, and the organization makes more efforts to attract them (Khoshkhet Nejad, 2019). (Gholami et al, 2024) in their research presented the smart talent management model in government organizations and came to the conclusion that for the variable of smart talent management measures, there are seven dimensions of providing knowledge talents, development of knowledge talents, application of knowledge talents, evaluation of knowledge talents, maintenance Knowledge talents, value creation of knowledge talents and foundation of knowledge talents activity were determined. (Lis & Roni, 2023) In a research, they discussed the moderating role of talent management in the impact of knowledge management on the organizational commitment of employees and managers and acknowledged that the use of talent management system and Elitism can play a significant role in improving knowledge management and developing job capabilities and ultimately the organizational commitment of employees.

Research Methodology

The current research is an exploratory one that is conducted qualitatively. In this research, the purposeful sampling method was used to select the sample. Based on this, interviews were conducted with 11 professors and experts in the field of talent management in the banking system (university faculty members, presidents and vice presidents of banks). Sampling adequacy in conducting interviews was realized based on the saturation and repeatability of the collected data. In order to collect data, semi-structured interviews were used. Lincoln and Goba evaluation methods were used to ensure validity and reliability. Thematic analysis method was used for data analysis. .

Research Findings

The main theme of talent management in the country's banking system has four categories: recruitment, identification, development and service compensation. Among these, the recruitment category has two sub-categories, external (4 concepts) and internal (3 concepts). The identification category has three sub-categories: skills (5 concepts), individual characteristics (5 concepts) and attitude (3 concepts). The two subcategories are evaluation (4 concepts) and maintenance (4 concepts). The service compensation category has two internal (2 concepts) and external (2 concepts) subcategories.



Conclusion

The recognition category has three sub-categories: skills, personal characteristics and attitude. Due to the intense competition and the severe lack of employees with high ability and skills, finding and identifying talented employees is one of the main priorities of today's organizations. Talent identification in financial organizations and Credit is of double importance. The results of the research showed that from the point of view of the interviewed people, the symptoms of identifying talented managers in the subcategory of skills are: ability to solve problems, the power to tolerate indecisiveness, charismatic personality, time management, foresight, detailed and practical planning. The most important symptoms of identifying talented managers from the perspective of the interviewed experts, under the category of personal characteristics are: responsible, self-confident, extroverted, risk-taking, critical. The most important symptoms of identifying talented managers from the perspective of the interviewed experts, in The sub-category of attitude is: positive thinking, critical thinking, insight. The recruitment category has two sub-categories, external and internal. The results of the research showed that from the perspective of the interviewees, the symptoms of attracting talented managers in the extra-organizational sub-category are: recruitment from university prestigious scientific centers and institutions, introduction by external elites of the industry, recruitment of talented people from rival banks, recruitment through specialized employment agencies. The results of the research showed that from the perspective of the interviewees, the symptoms of attracting talented managers in the internal subcategory are: Introduction by elites within the organization, invitation to cooperate on the bank's website, public announcement of jobs within the bank. The development category has two subcategories of evaluation and maintenance. The results of the research showed that from the perspective of the interviewees, the development symptoms of talented managers in the evaluation subcategory are: Professional and deep behavioral interviews, performance management, 360 degree evaluation, specialized written test. The results of the research showed that from the point of view of the interviewees, the development syndromes of talented managers in the retention subcategory are: clarifying the progress path, creating conditions for growth, creating conditions for sense of identity, delegation of authority. The compensation category has two subcategories, external and internal. The results of the research showed that from the perspective of the interviewees, the compensation syndromes of talented managers in the subcategory of the external dimension are: providing welfare facilities and appropriate incentives, paying salaries and benefits Appropriate. The results of the research showed that from the perspective of the interviewees, the compensation symptoms of talented managers in the internal dimension subcategory are: continuous evaluation of job activities, respect for the dignity and status of people. These results are in line with the findings of the research (Seraj & Yari, 2023). It is aligned and supported. In their research, they came to the conclusion that attracting talent, discovering talent, developing and improving talent, and maintaining and maintaining talent had a positive and significant effect on improving talent management. (Hasanpour et al, 2019) also acknowledged in their research that dimensions such as compilation of job competencies, the existence of a comprehensive human resources system, design and equipping of the evaluation center, changing the capital view of manpower, manpower cost management, technology growth and need It has been one of the most important factors in the assessment of talent management in the country's banking system. Based on the obtained results, it is suggested that a system or a suitable procedure should be used to retain talented employees in order to prevent them from leaving the service. It is recommended to determine the expected results during the implementation of the talent management process in different dimensions and measure their realization after the completion of the appropriate process, and in case of significant deviation regarding the



realization of the desired goals, different parts of the talent management process can be re-examined. put it on the agenda and made the necessary improvements. In implementing the talent management process, banks should pay special attention to background factors such as organizational culture.