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# Investigating Relationship of Talent Management and Organizational Entrepreneurship

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## Abstract

*Introduction: talent management is a comprehensive strategy and an approach to international human resource practices and a commitment to widespread sharing of the belief that human resource is a priority and a source of competitive advantage. Talent management ensures the organizations that competent individuals with the right skills have taken the right position. The aim of this study was to investigate the relationship between talent management and organizational entrepreneurship. Methodology: The present study is an applied one in terms of its nature and purpose, and it is a descriptive and correlational one in terms of the data collection method to test the hypothesis. The population of this study included experts, officials, supervisors and middle and top managers of Golestan province Gas Company who have at least 7 years' experience. Accordingly, a total number of 51 participated in the study. A questionnaire was used to collect data. Data analysis was carried out through SPSS software for descriptive data and SMART PLS software for inferential data. Results: This study shows that there is a significant positive relationship between talent management and organizational entrepreneurship, and components of each of the main criteria also have a significant relationship with each other. Conclusion: The findings suggest that managers should improve their organization's talent management system in order to increase innovation and competitiveness. These systems can complete and implement various initiatives by creating opportunities to achieve talent resources and providing transparency in selection criteria.*

**Keywords:** entrepreneurship, organizational entrepreneurship, talent management, talent management process.

## Introduction

Organizations are struggling to balance the needs for talent in different generations in the workplace (Du Plessis *et al.*, 2010). Talent management is a complex procedure for organizations, but organizations need talented employees to maximize their organizational performance. Talent management, when continuing in a positive manner, improves productivity and increase competitiveness while reducing the waste of time (Yalcin Vural *et al.*, 2012).

The current economic status of the world has increased the importance of talent management and its retention. The importance of talent management is considered as the secret to success in many companies around the world, and talented staffs are the main source of success in any enterprise (Hussain Al-Fadhli, 2014). Since today business should be integrated globally, talent is considered as a powerful source of competitive advantage. However, many large organizations have focused on recruiting, developing, and maintaining talented employees with little emphasis, which is documented by the Malaysian productivity company in 2009 (Dewi, *et al.*, 2015).

Retention of employees and talent management are the practices of successful companies and are essential elements for maintaining leadership and development in the market. Employees' commitment leads to higher customer satisfaction and loyalty, especially in the service sector (Mehta *et al.*, 2014). Talent Management can be seen as a specific way of attracting and retaining key knowledge and abilities of the future (Green, 2000; Aiman-Smith *et al.*, 2006). Most of the talent management approaches are compatible with rational management of human resources strategy and international human resource management (Stahl *et al.*, 2012). Talent management is the

knowledge of using strategic human resources to improve business value. And it allows companies and organizations to achieve their goals. Any activity that leads to attract, retain, develop, and reward individuals, as well as strategic workforce planning, is a part of talent management (Cascio, 2006).

Talent management is a major motivation for organizational success. Talent management is integrated implementation of strategies or systems designed to increase productivity in the workplace by the development of improved processes to attract, develop, retain and use of people with the skills and talent needed to meet the current and future business needs (Oehley & Theron, 2010). A study by Koketso (2011), showed that the employees of government institutions leave a place for better career development prospects provided in somewhere else. It is not surprising that almost 90% of respondents in the sample showed a mismatch between their knowledge and skills and their position in local governments. In addition, participants were disappointed mainly due to the lack of management support in terms of mentoring and coaching. A report by the Public Service Commission (2010), found that many public service managers are not competent in human resource functions such as compensation, recruitment and selection, performance management, safety, organizational development, and wellness. These acts are very important to effectively manage a talented workforce in the public sectors (Barkhuizen, 2014). In general, talent management in human resource planning includes the process of identifying, selecting, developing, and retaining talented staffs in the organization (Dewi *et al.*, 2015).

### *Literature Review*

#### *Entrepreneurship*

Creativity and risky business provide fuel for a modern economy motor. Entrepreneurship is at the top of risky business, in search of opportunity and creativity and is often seen as the instrument for their success. Entrepreneurs consider the change as a normal phenomenon and re always in search of change, react to it and use it as an opportunity (Meier & Sears, 1989).

Organizational entrepreneurship is the culture dedicated to innovation in products and services with new ideas and the courage to achieve optimal benefit. In other words, it is a set of behaviors and strategies supported by organizational culture and structure to improve and use pioneers' creativity and innovation towards sustainable development and excellence of the organization (Moqimi, 2009). Also, (Anthony *et al.*, 2017; Ogunsiji *et al.*, 2017) organizational entrepreneurship targeted the company is the readiness of employees in large companies with the assumption that entrepreneurial behavior and communication are working with bureaucratic organizations in order to overcome various obstacles to develop new products and services (Burns, 2011). From Zahra's (1991), point of view entrepreneurship refers to the process of creating new business in the company to improve organizational profitability, enhance the competitive position of a company, and strategically renew the existing business (ZAHRA, Shaker., 1991).

Organizational entrepreneurship's necessity is regarded as the key factor for survival in "today compression competition" due to incompatibility and slow reaction of medium and large organizations in comparison to increase of rapid complex and unreliable changes in the environment and the introduction of fast actions and innovation (Yazdanbakhsh, Mohammad, 2012).

According to the views of some scholars, organizational entrepreneurship is based on the ability of organizations to get through by the utilization of new and the current knowledge. The role of entrepreneurship in a company is to develop competitive advantage and keep it steady (Saeedeh Shirkhani & Nazari, 2014).

#### *Organizational Entrepreneurship*

In order to be successful in global competition, an organization must develop products and new businesses in the shortest time and with higher quality comparing to the current competition. There is no doubt that the process of product and new business development must be very effective, and this process should be supported by an appropriate culture throughout the organization. In an organization that has an innovative culture, all employees at all levels welcome new comments and ideas and are very dynamic in creating new approaches and new ways of doing things. In such an organization there is a willingness to take risks and remove the obstacles (Farhangi & Safarzadeh, 2007). Entrepreneurs are value-creating; they are innovators who are enjoying the creative destruction techniques in order to maximize economic benefits (Dees, 2004).

Today, entrepreneurs and entrepreneurial companies walk along with changes and try to discover and exploit the opportunities created by these changes. Discovering opportunities include the knowledge that entrepreneurs use to

determine decisions and often originates from their previous knowledge and experiences (Safarzad & Farahnaki, 2016).

Organizational entrepreneurship refers to different types of entrepreneurial behavior in large organizations, with the aim of achieving competitive advantages at all levels by encouraging innovation, including large incorporates, divisions, business units, business performance and project team (Burns, 2011).

Organizational entrepreneurship includes the use of the fruits of the innovation process to help companies to create new sources of competitive advantages and renew their value proposition (Dess *et al.*, 2006).

### *Talent Management*

In early 1997, Mackenzie *et al.* introduced the phrase war for talent to describe the challenges faced by employers to find highly skilled candidates (Michaels *et al.*, 2001).

The intellectual roots of talent management can be traced back to human resource planning movement of the 1980s and 1990s, focusing on the communication needs of human resources rather than business needs and succession planning. Following the focus on recruitment, career development of talent domains and with the advent of HR as a strategic business partner, it was increasingly argued that the organization should see talent as a strategic resource (Silzer & Dowell, 2010).

Talent management ensures the use of an integrated set of activities to attract, retain, motivate and develop talented individuals needed for the organizations' present and future time (Armstrong, 2007).

A general definition of talent management includes precision instruments of unifying strategies or processes to improve the output of a workplace with the establishment of improved systems and processes to attract, develop, retain and use skills and abilities of talented workforce consistent with business needs of the present and future. Talent management usually involves the identification, development, evaluation, deployment, and use of potential employees with high performance (Collings & Scullion, 2006).

What is talent? And how does talent management help organizations?

Talent is considered as an individual's relative level of development in an activity. If different people are placed on an equal footing to gain skills in an activity, we will realize that various individuals show some differences in terms of acquisition of those skills. Some people show better learning and greater efficiency in a specific field and their developments would be faster in that field, while other people may show greater self-efficacy, skill, and improvement in other fields (Ekayani *et al.*, 2018; Tripathy, 2018).

In fact, such a difference relates to their differences in talent. Everyone has talent, but only those who decide to invest in their development are talented. And this manifests at the workplace that people can demonstrate their competence to create value (Schoemaker, 2003). Phillips *et al.*, (2009), provides a good model, focusing along with shared values, which must be placed at the core of an organization. In this model, all actions associated with talent management can be derived. In this context, there are five key elements: attracting, selecting, engaging, developing, and retaining employees. Main values and competencies are at the core of an organization. These elements are connected through an ongoing process that involves strategy, implementation, and evaluation (Phillips & Roper, 2009).

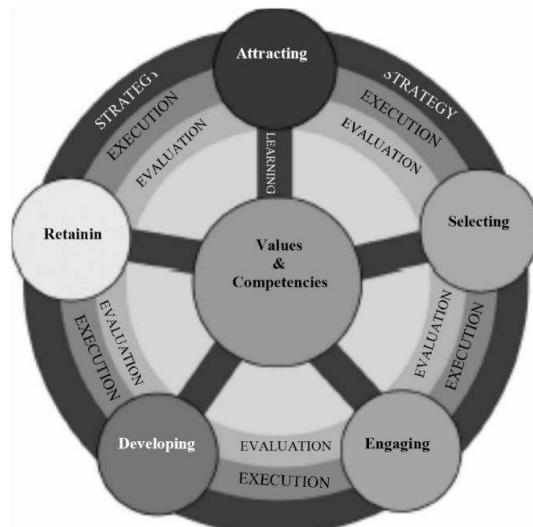
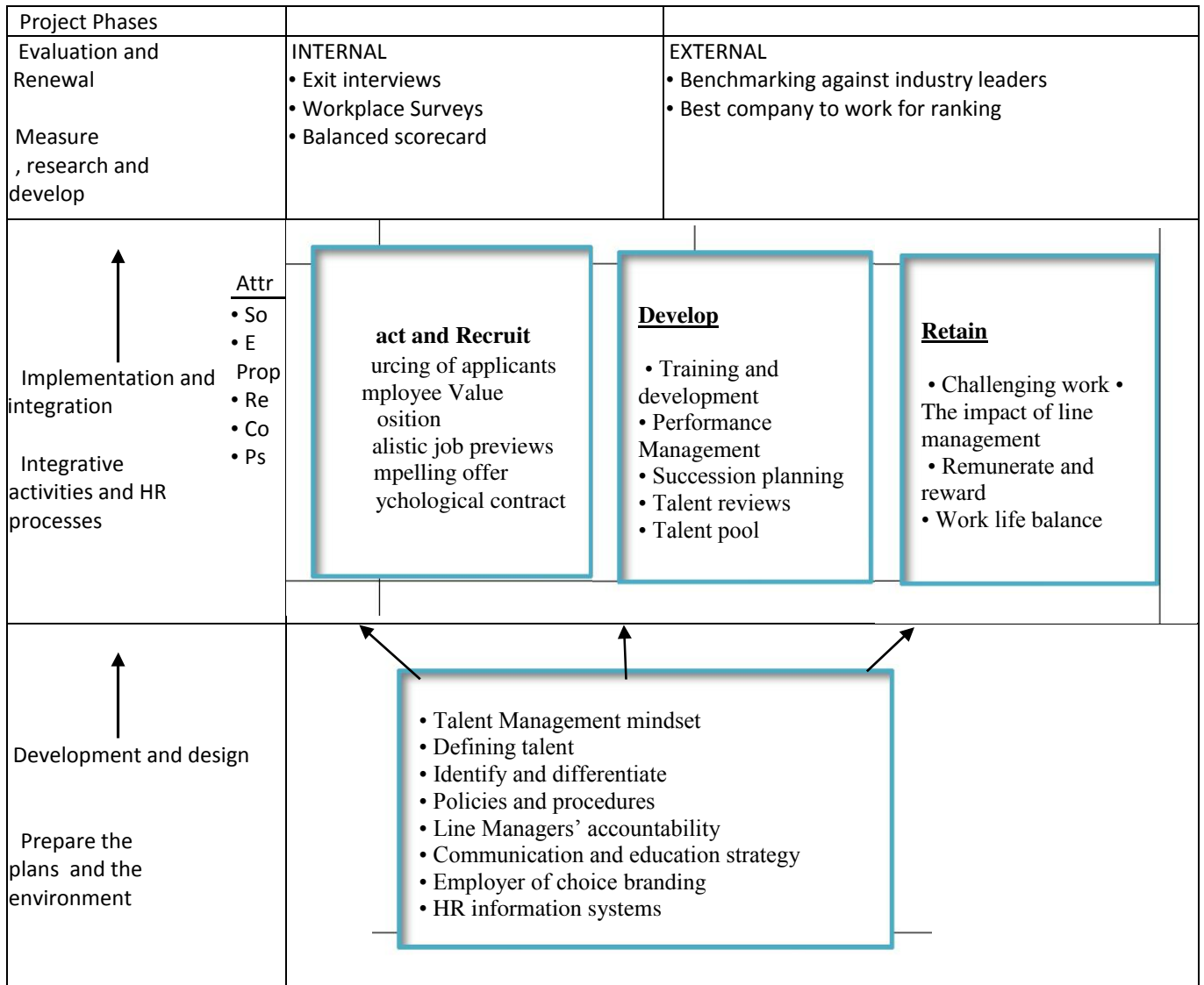


Figure 1. Values and competencies model

*Talent Management Process*

Talent management process is one of the important processes in which adjusting, changing, and developing are conducted in order to ensure that the process remains in line with organizational strategies and goals. The emphasis here is on the concept of talent management as a continuous process and not as an intervention in a limited time (Kawiana *et al.*, 2018).

This process shows in figure 2 that a conceptual framework of the talent management process is depicted in various stages. The format of this diagram shows the process requires re-evaluation and re-development constantly. The framework used to discuss each stage of the talent management process and factors must be considered at every stage. To detail this process, a list of a number of techniques that have been proposed (and in some cases R) in the management literature as a strategy to recruit, hire, develop and retain talented employees follows (Oehley, 2007).



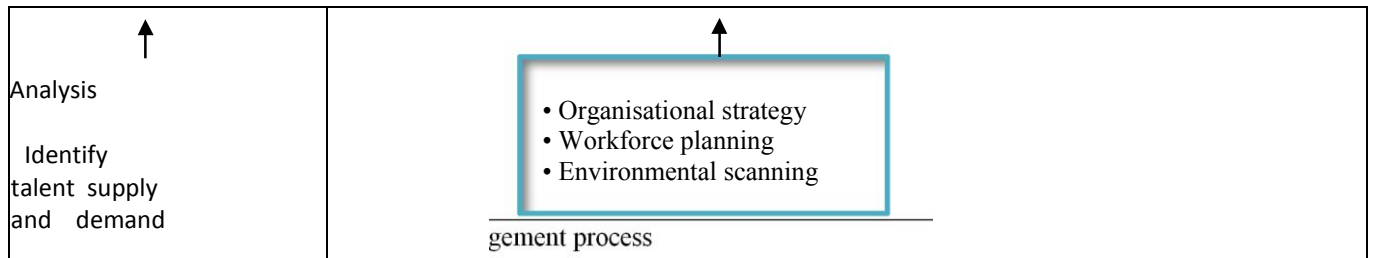


Figure 2. Conceptual framework of the Talent Management process

### Research Background

Haj Nabi et al. has studied “Relationship between talent management and performance of nursing staff in Karaj”. Between employee performance and talent management in government hospitals, there is a significant relationship. With the joint efforts of managers and nursing staff and giving more responsibility to the Department of Human Resources, will be the most positive consequences of the behavior and performance of employees created (Hajy Nby et al., 2013).

Shirkhani et al. have studied” An Examination of The Effect of Talent Management on Organizational Entrepreneurship, A Case Study: Oil Products Company of Province of Ilam in Iran. Results obtained from secondary hypotheses indicated that there is a positive significant relationship between talent attraction, talent retention, and talent development, and these components are effective on entrepreneurship. In addition, results of prioritization of questionnaire dimensions revealed that talent attraction has the highest effect and talent retention has the lowest effect upon organizational entrepreneurship. In this regard, it is suggested to consider some measures for attracting, aligning, retention, and developing talents in realizing organizational entrepreneurship (Shirkhani et al., 2014).

### The Proposed Model for the Research

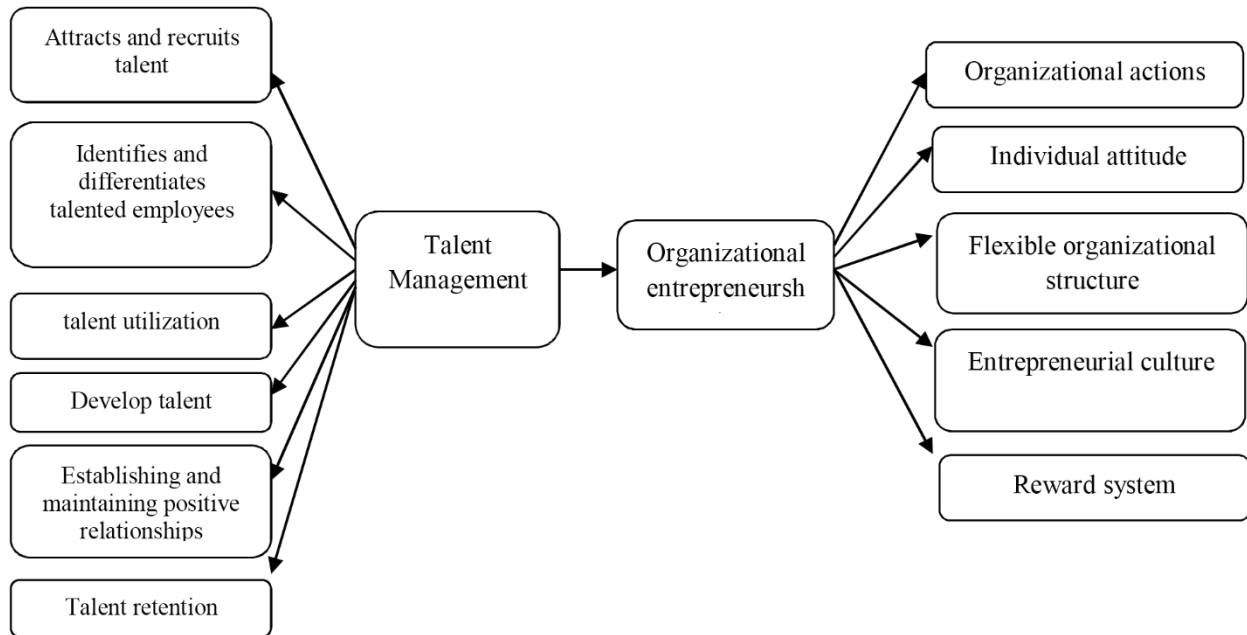


Figure 3. Conceptual model of the research

### Methodology

The present study is of applied type based on its nature and objectives, and the descriptive and correlational methods of data collection are used to test hypotheses.

The population of the study: it includes experts and managers who have at least 7 years' experience and are members of Golestan province Gas Companies. According to Morgan table, for a population of 51 people, 38 is enough. To be confident, 56 questionnaires were distributed among the experts. After collecting the questionnaires and removing the defaced ones, 51 questionnaires were analyzed.

### *Instruments*

To assess the Talent Management variable, Anne-Marguerite Oehley's talent management questionnaire was used. This questionnaire consists of 6 components and includes a total 36 questions. Also, to measure Organizational Entrepreneurship variable, Margaret Hill's organizational entrepreneurship questionnaire was used. This questionnaire consists of 5 components and includes a total 38 questions.

SPSS software was run to analyze descriptive data, and in order to analyze inferential data SMART PLS software was used.

### *Reliability*

To ensure the fit of the measuring model of the study, coefficients of factor loadings, Cronbach's alpha coefficient, composite reliability coefficient, and convergent and divergent validity were used.

### *Factor Loadings Coefficients*

The criterion for the appropriateness of factor loadings coefficients is .4 (Holland, 1999). As it can be seen, the load factors of the questions illustrated in the following figure are higher than .4 which indicates the appropriateness of this criterion to examine the reliability (Davari & Rezazadeh, 2014).



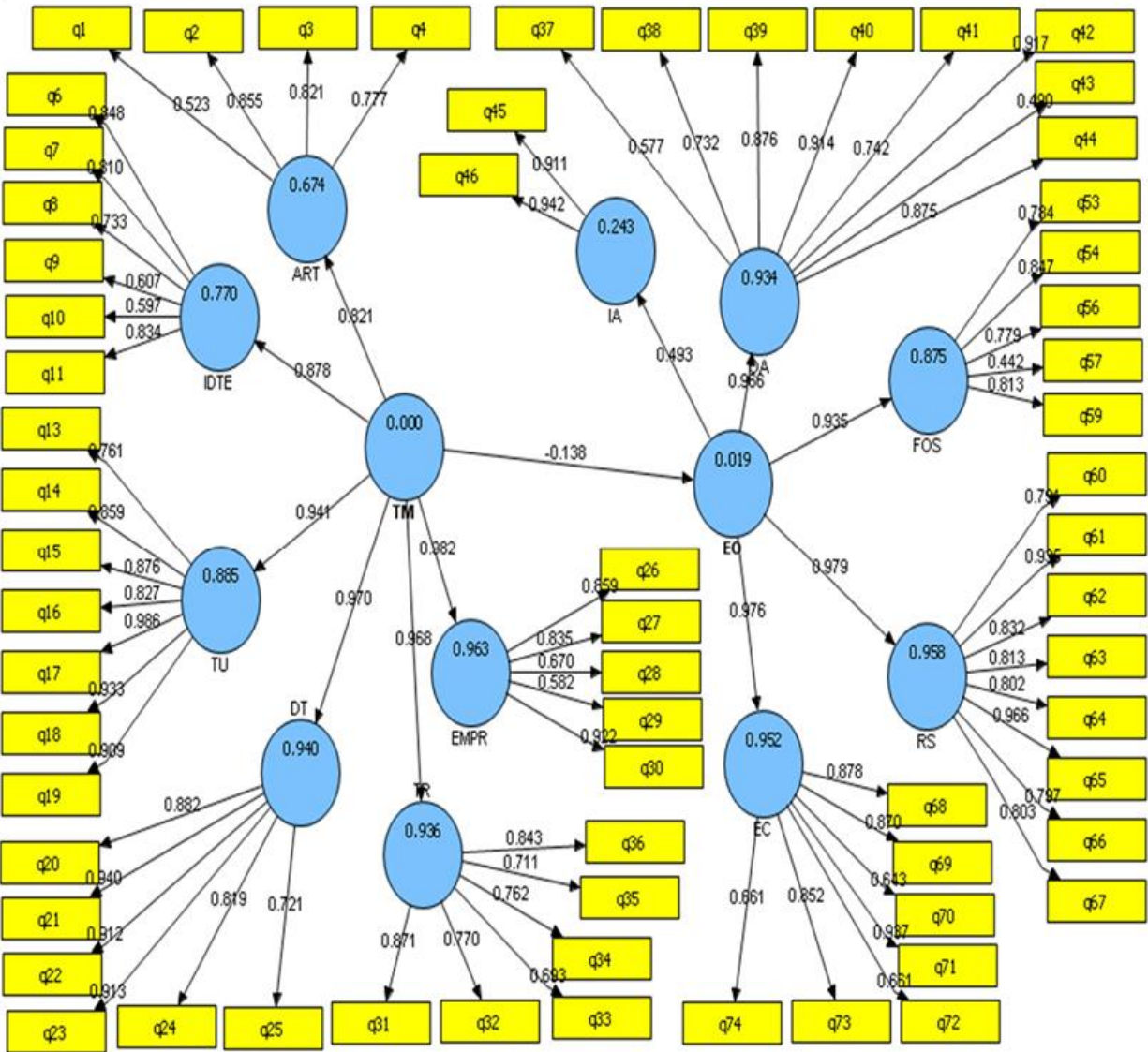


Figure 4. Factor loadings coefficients of the research model

Cronbach's Alpha Coefficient, Composite Reliability Coefficient, and Convergent

### Validity

Internal reliability indicates the correlation between a construct and its corresponding indices. Cronbach's alpha value above .7 indicates acceptable reliability. According to Table 1, in the present paper, Cronbach's alpha values for all variables are higher than .7, indicating good reliability of the questionnaire. Since Cronbach's alpha standard is a traditional criterion to determine the reliability of a construct, PLS method, which is a more modern standard than the Cronbach's alpha composite reliability (CR), is used. If the amount of composite reliability for any construct be above .7, it indicates an appropriate internal consistency for the measurement model (Davari & Rezazadeh, 2014). the composite reliability coefficient of all variables is above 0.7.

### Convergent Validity

This is the second criterion used to fit the measuring models in the PLS method. AVE criterion indicates the average variance shared between each construct with its index; and the greater the correlation, the better the fit of the

model (Barclay *et al.*, 1995). Fornell & Larcker (1981), considered the extracted average variance over .5 appropriate (Davari & Reza Zadeh, 1393). According to Table 2, the average variance of all variables, except for the latent variables of the second order, is above this level which indicates the good convergent validity of the research model.

Table 1. Cronbach's Alpha Coefficient, Composite Reliability Coefficient, and Convergent Validity.  
The extracted average Composite Reliability Cronbach's alpha Latent variables Symbols in variance coefficient coefficients the model AVE>0.5 Alpha>0.7 Alpha>0.7

0.570276	0.837389	0.732947	Attracts and recruits talent	ART
0.753034	0.947805	0.933239	Develop talent	DT
0.631159	0.921398	0.897192	Entrepreneurial culture	EC
0.614417	0.885823	0.833683	Establishing and maintaining positive relationships	EMPR
0.450546	0.960046	0.952634	Entrepreneurship organizational	EO
0.559504	0.859235	0.797708	Flexible organizational structure, flexibility	FOS
0.858404	0.923789	0.836665	Individual approaches	IA
0.555688	0.880397	0.836054	Identifies and differentiates talented employees	IDTE
0.608916	0.923019	0.90095	Organizational actions	OA
0.713751	0.951999	0.941641	Rewarding system	RS
0.539215	0.974116	0.969596	Talent management	TM
0.604663	0.901126	0.868111	Talent retention	TR
0.776659	0.960313	0.950951	talent utilization	TU

In the case of latent variables of second and higher orders, CR and AVE values should be calculated by manually because the software calculates them incorrectly and reports them in the output of Table 1 derived from software (Davari & Reza Zadeh, 2014).

#### Manual Calculation of CR

For a latent variable of the second order, the manual calculation is done through measurement error variance of its dimensions. So that, for variables of talent management and organizational entrepreneurship is as follows.

The variance of error (dimension) = 1 - (loading factor coefficient of intra-dimension and its related latent variable of second order) <sup>2</sup>

The variance of error (ART) = 1 - (0.821)<sup>2</sup> = 0.3259

The variance of error (IDTE) = 1 - (0.878)<sup>2</sup> = 0.2291

The variance of error (YU) = 1 - (0.941)<sup>2</sup> = 0.1145

The variance of error (DT) = 1 - (0.970)<sup>2</sup> = 0.0591

The variance of error (TR) = 1 - (0.936)<sup>2</sup> = 0.1239

The variance of error (EMPR) = 1 - (0.982)<sup>2</sup> = 0.0356

$$\begin{aligned}
 & \left( \right) \\
 & = \frac{(.821 + .878 + .941 + .970 + .936 + .982)}{(.821 + .878 + .941 + .970 + .936 + .982) + (.3259 + .2291 + .1145 + .0591 + .1239 + .0356)} \\
 & = 0.97175
 \end{aligned}$$

The variance of error (IA) = 1 - (0.493)<sup>2</sup> = 0.7569

The variance of error (OA) = 1 - (0.966)<sup>2</sup> = 0.0668

The variance of error (FOS) = 1 - (0.935)<sup>2</sup> = 0.1257

The variance of error (RS) = 1 - (0.979)<sup>2</sup> = 0.0415

The variance of error (EC) = 1 - (0.976)<sup>2</sup> = 0.0474



$$= \frac{(.493 + .966 + .935 + .979 + .976)}{(.493 + .966 + .935 + .979 + .976) + (.7569 + .0668 + .1257 + .0415 + .0474)} = 0.9479$$

Manual Calculation of AVE

For a variable of second order, it is equal to the mean of square values of the factor loadings. So, for both variables, talent management and organizational entrepreneurship, is as follows.

- (0.821)<sup>2</sup>=.6740
- (0.878)<sup>2</sup>=.7708
- (0.941)<sup>2</sup>=.8854
- (0.970)<sup>2</sup>=.9409
- (0.936)<sup>2</sup>=.8760
- (0.982)<sup>2</sup>=.9643

$$AVE(TM) = \frac{(.6740 + .7708 + .8854 + .9409 + .8760 + .9643)}{6} = 0.85159$$

$$(0.493)^2 = .2430$$

- (0.966)<sup>2</sup>=.9331
- (0.935)<sup>2</sup>=.8742
- (0.979)<sup>2</sup>=.9584
- (0.976)<sup>2</sup>=.9525

$$AVE(EO) = \frac{(.2430 + .9331 + .8742 + .9584 + .9525)}{5} = 0.79224$$

Overall Fit Model

GOF criterion, a model that includes both parts of structural and measurements, and by approving its fit, assessment of the fit of a model is complete. [Vitzls et al., \(2009\)](#), introduced three values of .01, .25, .36 as low, medium, and strong for GOF, respectively ([Davari & Rezazadeh, 2014](#)). In this study, the total amount of .628 for the overall fit of the model indicates a strong overall fit of the model.

$$R^2 = \frac{\sum (R^2_{\text{variable}})}{11}$$

$$R^2 = \frac{(.570276 + .753034 + .631159 + .614417 + .450547 + .674159 + .940219 + .952097 + .963344 + .019134)}{11}$$

Table 2  
Communality, R Square

Communality		R Square	
ART	0.570276	ART	0.674159
DT	0.753034	DT	0.940219
EC	0.631159	EC	0.952097
EMPR	0.614417	EMPR	0.963344
EO	0.450547	EO	0.019134

FOS	0.559503	FOS	0.875122
IA	0.858404	IA	0.243073
IDTE	0.555688	IDTE	0.770337
OA	0.608916	OA	0.933844
RS	0.713751	RS	0.957875
TM	0.539215	TM	
TR	0.604663	TR	0.936305
TU	0.776659	TU	0.884643

=0.633556  
 = .703858  
 =0.66778

## Discussion and Conclusion

Respondents were 51 staffs who were randomly selected. Demographic information of the participants is presented in the following Tables.

Table 3  
 Descriptive information of the educational level and age of the sample

		Education				Total
		Associate degree	B.A	M.A.		
Age	<30	0	0	0	0	
	30-40	0	9	15		24
	>50	2	0	1		3
Total		2	26	23		51
		41-50	0	17	7	24

### *Analysis of the Research Hypotheses*

According to the data analysis algorithm in PLS method indicated in figure 4, if the significant coefficient of the path model (z significant factor) is greater than 1.96, it represents significant assumptions at a confidence level of 95% (Davari & Rezazadeh, 2014).

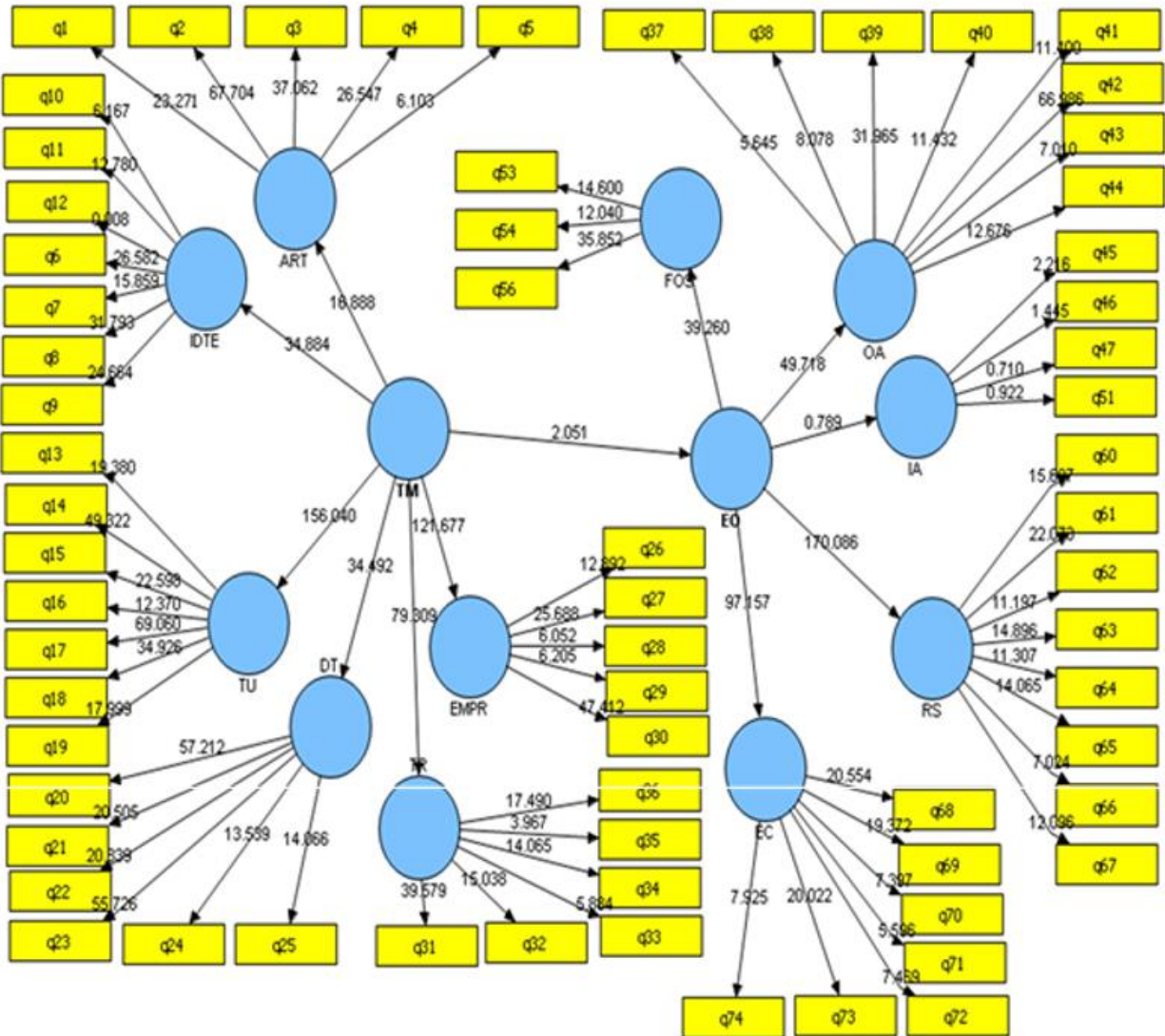


Figure 5. Data analysis algorithm in the PLS method

The changing world, advances in technology, cultural diversity, changes in the customers' interests and tastes, the need for new products and services according to customers' wishes are among the factors that organizations should be aware of. Organizations need creative, flexible and responsive staffs to create new ideas, meet the customers' every day and win their satisfaction. Undoubtedly, talent management, which is one of the most important issues in the field of human resources, can help large and small organizations that want to achieve superiority over competitors to design a talent management system in order to gain competitive advantage. The results of this study (Figure 5) showed that there was a significant correlation between talent management and entrepreneurship. And this is consistent with the results obtained by other researchers like [Shafiee Nikabadi & Tavangarmarvasti \(2015\)](#) and [Rashidi \(2013\)](#).

But some organizations design their system for utilization of potential resources in various stages of work; this rotary system prevents having high expectations from people in the early stages of work and pays no attention to individuals who show slow progress. However, each organization must coordinate its own talent management system with the specific conditions of the industry or business to take maximum advantage of it. Meanwhile, in taking advantage of the talent management system it should be noted that its implementation should not cause separation between people in the organization which is in conflict with the talent management goals.

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