

# Investigating Relationship between Talent Management and Human Resource Productivity with the Mediation Role of Organizational Creativity in ABFA

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## Abstract

The talented and capable Human Resource is the main competitive advantage for any organization, and in the light of this competitive advantage, deficiencies and shortcomings of other resources will also be compensated. Hence, studying how the three variables of Talent Management, Human Resource Productivity, and Organizational Creativity can affect each other in any organization can reveal the latent potentials of Human Resources. Therefore, the purpose of this study is to investigate the relationship between Talent Management and Human Resource Productivity, considering the mediating role of Organizational Creativity in Shiraz Water Company (Known as ABFA). The statistical population of this study includes 130 experts and managers of ABFA. According to Cochran formula, 97 research sample was calculated, who filled out the questionnaires. Questionnaire was the main tool for data collection and measurement of research variables and Cronbach's Alpha was used to determine the reliability of the variables. In addition, SPSS and LISREL were used for data analysis. As a result, the relationship between Talent Management and Productivity, as well as the relationship between Organizational Creativity and Productivity, was positive, but the relationship between Talent Management and Organizational Creativity was only positive at the graduated level (MA and PhD experts and managers). Given these relationships, it can be concluded that the

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Organizational Creativity (as a mediating variable) can have a positive impact on the relationship between the two other variables at Shiraz Water Company.

**Keywords:** Talent Management, Human Resource Productivity, Organizational Creativity, ABFA.

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## Introduction

Since human resources are the most important asset of any organization, addressing issues related to this field is particularly important. Trying to attract, retain, and develop the most talented people in organizations has always been one of the most important concerns of organizations. With the scarcity of real talents today, the shortage of efficient staff and rising staff expectations, the importance of talent recognition and recruitment has increased (Ganjali et al, 2017). Here one can use the notion of War for Talent. If an organization wins the war, it will gain a lasting competitive advantage (Seyed-Javadin and Pahlavan-Sharif, 2017). Organizations should therefore be able to identify, discover and retain talents and provide long-term training and frameworks for their employees (No'pasand Asil et al, 2014).

Another variable used in this study is Human Resource Productivity. Productivity is consisted of two components: efficiency and effectiveness. Since it is not possible to achieve a certain level of productivity, it is always important for organizations to achieve an optimal point in performing organizational tasks. It has to be said that many factors are involved in promoting productivity in the organization, including environmental factors (including social, economic and cultural factors), Occupational factors (including tools for modifying performance based on subjective and objective criteria as well as career planning), Individual factors (including values, abilities, and beliefs) and organizational factors (including employee participation, correct employee selection, compensation system, leadership practices, training programs, and organizational structure) (Poorabdollah, 2014).

The importance of creativity in organizations is also highlighted in this article. Every organization needs new ideas to survive, and organizations need to come up with new ideas to prevent stagnation and even inexistence. The necessity of creativity can be examined from both a material and a spiritual point of view. In the material aspect of importance, the role of creativity is to such an extent that in the western world it is called "either death or creativity" and essentially human beings are called "creative animals." Accordingly, human beings without creativity are animals, and today, small and large organizations and businesses in industrialized countries without continuous creativity, are even doomed (Ranjbarian, 2013).

## Literature Review

Hiltrop (1999) examined the growth of talent shortages in most European countries and concluded that in the 21<sup>st</sup> century, the need for people with the broad range of skills and abilities is increasing.

Thomson (2000) also considered that open and free communications would be a factor in the breakdown of hierarchical structures, which leads to greater creativity of the organization and ultimately leads to more effectiveness and productivity.

In the previous studies, only the relationships between one or two of the three variables of the present study were investigated. One such example is Ahmadi's research (2016). In an article entitled "The Relationship of Creativity and Innovation with Human Resource Productivity," he examined the relationship between these two variables in Shiraz District 1 Education Organization. This research -which is a descriptive and correlational one- shows that there is a meaningful relationship between these variables. In an article, Arabpour and Nikpour (2015) also examined the relationship between Talent Management and Human Resource Productivity. The findings of this study show that there is a positive and significant relationship between Talent management and its sub-variables (i.e. Talent acquisition, Talent retention, Talent development) and Human Resource Productivity. In an article entitled "Investigating the Relationship between Talent Management and Workforce Productivity in Bam Public Organizations," Jazini Zadeh and Ahmadi (2017) examined the relationship between Talent Management and Human Resource Productivity. The findings of this study indicates a positive and significant relationship between the mentioned variables.

Similarly, in a thesis entitled "Investigating the Impact of Talent Management on Human Resource Productivity with the Mediated Effect of Competency Management" written by Taleb Rajabi (2013) at Semnan University, the variables of the present study have been studied. The results show that Talent Management has a positive effect on management competency and Employee Productivity and Competency Management mediates the relationship between Talent Management and Employee Productivity.

Mehrabi and others (2012) have also conducted a study to examine the relationship between staff creativity and education effectiveness in East Azerbaijan and Ardabil provinces. The results of the research hypotheses show that there is a significant relationship between Staff Creativity and Education Effectiveness.

## Conceptual Model

The main purpose of this study was to investigate the relationship between Talent Management and Human Resource Productivity with the mediating role of Organizational Creativity in Shiraz Water Company. To this end, the relationships between these three variables had first been examined in a two-by-two manner, then the mediating role of Organizational Creativity in the relationship of the other two variables was assessed. The main hypothesis of this study is that there should be a significant relationship between Talent Management and Human Resource Productivity with the

mediating role of Organizational Creativity. In addition, it should be noted that the following model is considered among the variables (Figure. 1).

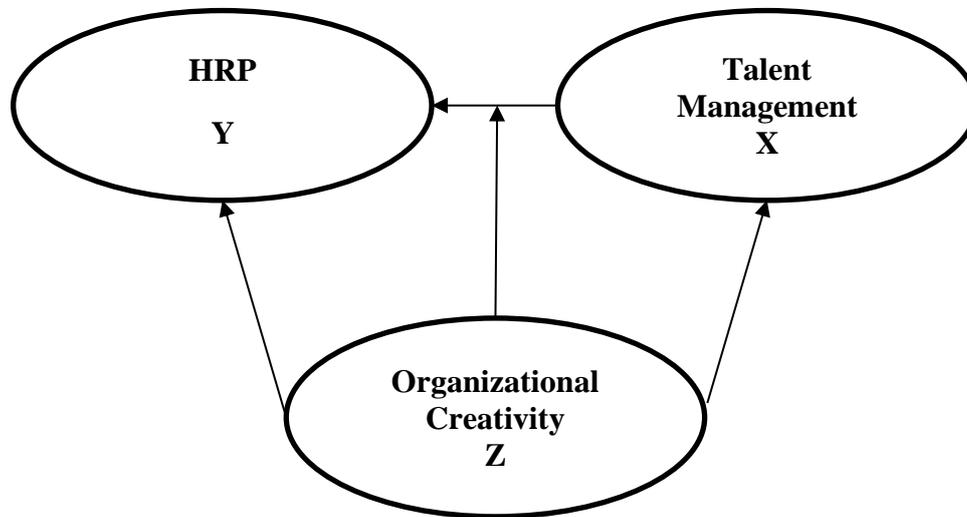


Figure 1. The conceptual model of research

## Research Methods

This research is an applied research (considering the purpose) and also a descriptive-survey one. Thus, the authors used library resources to collect basic information about research background and used questionnaire to collect information on research variables.

In the case of the questionnaires, the scale for measuring the variables was developed based on the five-point Likert scale. In addition, the questionnaire included two sections: general and specialized questions. In the General Questions section, it was attempted to gather sufficient demographic information about respondents. This section contains four terms (age, gender, education, and years of service). The specialized questions section is as follows:

1. Philips and Ropper's Talent Management standard Questionnaire (2009): The questionnaire consists of 4 concepts, 9 dimensions, and 28 indicators. The questionnaire was measured on a five-point Likert scale and included scores of very low, low, medium, high, and very high, respectively, from one to five (Kamyab Khanghah, 2014).

2. Hersey and Goldsmith's "Achieve" Model, HRP standard Questionnaire (1980): The questionnaire Includes 7 dimensions and 26 items (Poorabdollah, 2014).

3. Dick and Metcalfe's Organizational Creativity standard Questionnaire (2001): The questionnaire has four dimensions and contains 15 items (Mirabdollahi Tulun, 2014) (Table 1).

Table 1: Relationship between variables and their dimensions with the research model

Variables	Dimensions
Talent Management	1. Staffing
	2. Selection
	3. Deployment
	4. Performance Management
	5. Evaluation centers
	6. Development and Training
	7. Career Management
	8. Service Compensation
	9. Discipline
HRP	1. Ability
	2. Perception
	3. Organizational Support
	4. Motivation
	5. Feedback
	6. Credibility
	7. Compatibility
Organizational Creativity	1. Organizational Culture
	2. Organizational Atmosphere
	3. Organizational Structure and Systems
	4. Resources

SPSS and LISREL were used for data analysis. In addition, it is important to note that statistical data analysis had been done at both descriptive and inferential levels. Generally, it can be said that in order to analyze the data at the descriptive level, demographic variables (including age, gender, education, and years of service) were examined and measured. Also, In the Inferential level, the status of each of the research variables and their dimensions were examined. Then, the relevance of the research variables was examined and finally, path analysis was used to test the main hypothesis.

### *Hypothesis of the study*

The hypothesis of this research study are given below:

**Main Hypothesis:** There is a significant relationship between Talent Management and HRP with the mediating role of Organizational Creativity.

**Sub-Hypothesis 1:** There is a significant relationship between Talent Management and HRP.

**Sub-Hypothesis 2:** There is a significant relationship between Talent Management and Organizational Creativity.

Sub-Hypothesis 3: There is a significant relationship between Organizational Creativity and HRP.

### *Sample size*

The statistical population of this study is consisted of 130 experts and managers of Shiraz ABFA. The Sample Size was Determined based on Cochran's formula and accordingly, 97 questionnaires was distributed.

### *Validity*

Content validity was used to determine the validity of the questionnaires. In order to assess content validity, the questionnaire was provided to a number of scholars and experts. After elimination of defects, the confirmed questionnaire was randomly distributed among 97 members of the target population.

### *Reliability*

Cronbach's alpha value of the three variables is measured. Since the Cronbach's alpha was higher than 0.7 in all three questionnaires, reliability of the three questionnaires was evaluated as required (Table 2).

Table 2: The Cronbach's alpha of the variables

Reliability of HRP		Reliability of TM		Reliability of OC	
Cronbach's alpha	Items	Cronbach's alpha	Items	Cronbach's alpha	Items
0.830	26	0.917	28	0.865	15

## **Findings**

Based on the Analysis of demographic data, it can be said that from the statistical sample of this study, the majority of them (70.1%) were male and 29.9% were female. Also, 43.3% of the respondents were between 40 and 50 years old, indicating that almost half of the sample were middle-aged. In addition, by examining their “years of Service,” it can be concluded that respondents have had more than 10 years of experience in the ABFA Company. Finally, According to the level of education obtained from the questionnaires, the majority of respondents had a bachelor's degree (32%).

The statistical test of the mean of a population were used to investigate the Status of Research Variables. In fact, given the size of the sample that is large enough ( $n = 97$ ), we performed one-sample z-test and tested the difference between the mean of the sample with the midpoint value of three. The following table shows the status of the research variables (Table 3).

Table 3: The results of one-sample mean test for research variables

Variable	Mean	Z	Sig	Standard Deviation	Degree of assurance		Status
					lower	Upper	
TM	2.66	-5.423	0.000	0.608	2.54	2.78	inappropriate
HRP	3.17	3.733	0.000	0.449	3.07	3.26	appropriate
OC	2.92	-1.156	0.251	0.632	2.79	3.05	inappropriate

As can be seen in Table 3, the status of two variables of Talent Management and Organizational Creativity is inappropriate and the Human Resource Productivity is evaluated appropriate. The results indicate that the mean of Talent Management and Organizational Creativity were below average. However, the Status of HRP was higher than the average, and was in a good condition.

We will now criticize the relevance of the variables of this study. In this study, Pearson correlation test was used specifically to analyze the subsidiary hypotheses. Given the output of the first sub-hypothesis, the obtained Sig value was 0.006. As a result, the Pearson correlation coefficient of zero between the two variables of talent management and human resource productivity is rejected at the significant level of 0.05. Therefore, it can be said that there is a significant relationship between Talent Management and Human Resource Productivity in Shiraz ABFA. However, Pearson's correlation coefficient with  $r = 0/275$  indicates a weak correlation between these two variables.

According to the output of the second sub-hypothesis, the sig value of the test was 0.223. Therefore, the Pearson correlation coefficient of zero between the two variables of Talent Management and Organizational Creativity is confirmed at the significant level of 0.05. Therefore, there is no significant relationship between these two variables in Shiraz ABFA and Pearson's correlation coefficient with  $r = 0.121$  indicates a very weak correlation between these two variables. Finally, according to the output of the third sub-hypothesis, the sig test value was obtained 0.000 and as a result, the Pearson correlation coefficient of zero between the two variables of Organizational Creativity and HRP was rejected at the significant level of 0.05.

However, due to the failure of the variables relationship, the researchers, by examining the role of the confounding variables of the questionnaire (especially the variable of education), found that at the graduated level, all three relationships were positive and significant and the correlation coefficients between these relationships indicate a strong correlation between the three variables at the graduated level. Pearson's correlation coefficients with  $r = 0.862$  (in the relation of Talent Management and HRP),  $r = 0.752$  (in the relation of Talent Management and Organizational Creativity) and  $r = 0.780$  (in the relation of Organizational Creativity and HRP) Shows a strong correlation between variables at the graduated level.

## Discussion

According to the results, the one-sample  $z$  test shows that ABFA is in a poor condition in terms of Talent Management. This indicates ABFA's disregard to Talent Management, or At least it does not perform properly.

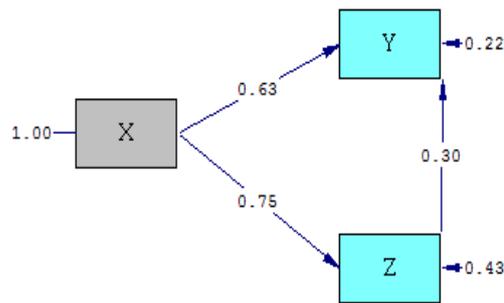
Human Resource Productivity variable; unlike Talent Management, is in good condition in Shiraz ABFA. Among the seven dimensions of this variable (ability, perception, organizational support, motivation, feedback, credibility and compatibility), only the dimensions of organizational support and motivation had an averages less than 3, that indicates the favorable status of dimensions of this variable in Shiraz ABFA.

Finally, the Organizational Creativity should be mentioned. This variable (like Talent Management) has an inappropriate status and the important role of this variable in advancing company's goals had been neglected.

The main difference in the results of this study with similar samples (like Ahmadi, Arabpour and Nickpour, Jazini Zadeh, Mehrabi and Taleb Rajabi's) is that the present study investigates the relationship between the variables not only in general, but also with respect to each of the demographic variables independently. In conclusion, although there was no significant relationship between variables, but it was significant at the graduated level.

## Conclusion

The Path Analysis Method was used to test the main hypothesis of the study. Of the three possible relationships between the research variables, only in two cases the relationships were significant and since the relationship between the two variables of Talent Management and Organizational Creativity was not significant, a proper analysis of the research cannot be obtained. However, the researchers examined the role of confounding variables in improving the relevance of variables; they concluded that at the graduated level (with a sample of 23 out of 97), the main hypothesis of the research would be proved. Therefore, the Path Analysis Method was only applied at the graduated level. After applying Path Analysis Method, according to results from LISREL, It was discovered that Organizational Creativity with a value of 0.42 could help strengthen the relationship between two other variables. This indicates a positive and direct influence of this variable on the relationship mentioned in Figure 2. Given these relationships, it can be said that the Organizational Creativity can have a positive impact on the relationship between Talent Management and Human Resource Productivity at Shiraz Water Company (ABFA).



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Figure 2. Beta Coefficients in Relationships of Research Variables at Graduated Level

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