



The Survey of the relationship between Talent Management and Job Motivation with Conflict Management in Zabol Medical Sciences University

Abdullah Hashemzaee¹, Mohammad Ghasemi^{2*}

¹MA Student, Department of Management, Islamic Azad University, Zabol Branch, Zabol, Iran

^{2*}Associate Professor, Department of Management, University of Sistan and Baluchestan, Zahedan, Iran

Abstract: Investigating the growing problems pertaining to the lack of talents in many of the European countries, has been concluded that there is an urgent need for individuals featuring a vast spectrum of skills and competencies required for coping with companies' unpredicted requirements in 21st century. The companies all around the world engage in competing with the others to acquire the talents they want. The present study aims at the survey of the relationship between talent management and job motivation with the conflict management in the city of Zabol's Medical Sciences University. The study is an applied research in terms of the objectives it is in pursue of and it is a descriptive research in terms of the way the information and the required data have been gathered. The study population includes all of the staff from Zabol's medical sciences university, the total number of whom reached to 460 individuals out of whom 209 people have been selected as the study sample volume based on Cochran formula. The data collection tool has been the conflict management, talent management and job motivation questionnaires, the validity of which was confirmed by the professors and experts of the field and the questionnaires' reliability was also verified by means of Cronbach's alpha method. To analyze the data obtained from the samples, both the descriptive statistical methods and inferential statistical methods, including Kolmogorov-Smirnov, Pearson and regression tests, were used. The results obtained from the hypotheses tests indicated that there is a positive and significant relationship between conflict management and job motivation and also it was found out that conflict management is associated with progress motivation. The job motivation and conflict management are in a favorable status in Zabol's medical sciences university.

Keywords: talent management, conflict management, progress motivation, staff, the city of Zabol's Medical Sciences University

INTRODUCTION

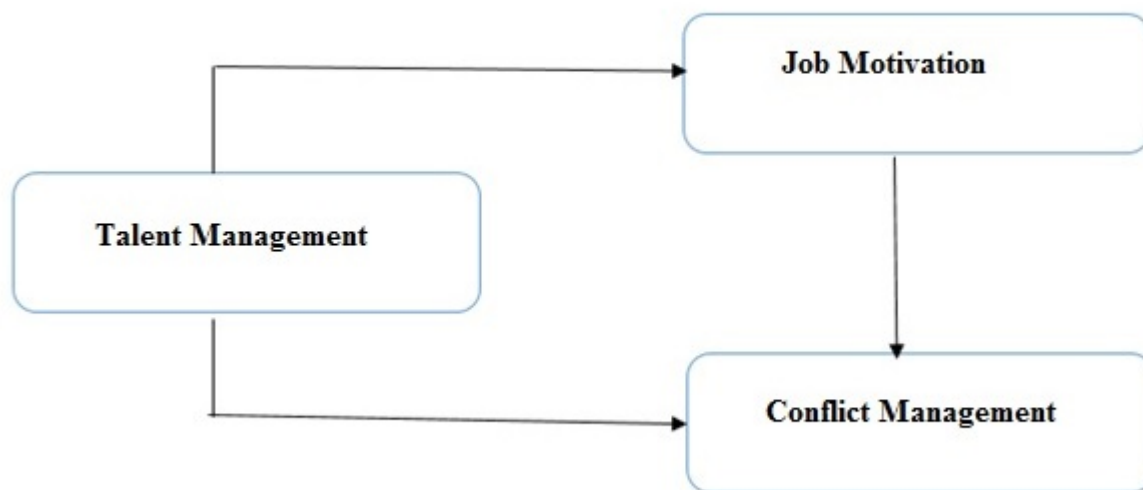
Nowadays, talent management is important at least for two substantial reasons: 1) because it guarantees that the organizations have successfully hired and preserved their required talents and 2) talent management extensively contributes to the staff nomination and in case that the talent management is found absent, the organizations would be incurred with a lot of financial and nonfinancial losses (Salehzadeh and Labbaf, 2012). Talent management assures the organization to have competent individuals featuring suitable skills and in the right occupational positions (Collings and Mallahi, 2009). Talent management is implemented in a cyclic form that includes three main areas: the identification and attraction of the talents, preserving and maintaining the talents, and developing the talents. The today's organizations are no longer seeking to employ their work force rather they are looking for ways to attract talents; this is the very idea which is called the battle for talents or war on acquiring talents (Michael et al., 2011). There is a need for taking methodical measures for attracting the organizational talents quite the same way that interventions are made to attract customers. The best strategy for success in competition on attracting talents is for sure not gathering of all

the talented individuals rather it is the attraction of the most appropriate ones of them. In other words, it is the discovery, attraction, management and interaction with those who can be motivated, committed and efficient in the companies' work environment.

Third millennium organizations talk about a concept called human capital. Human capital development is considered as the secret behind the entities' persistence and the most important challenge in the business realm is not anymore the only significant topic of information technology rather the enjoyment of smart human force and talented human capital is the solution in confrontation with the challenges. In the today's business world, human resources development management is no longer the only center to which budgets should be allocated; rather, in line with the environment being of a competitive nature, the organizations, for making greater profits and lower costs through taking advantage of talent management approach, the diversity of the employees and instructions, are in a constant struggle for the creation of a value-added capital. Nowadays, the most significant concern of the human resources development managers is the preservation and the development of the organizational talents and managing talents parallel to leaving a good fame of the organization has been figured out to have an amazing effect (No'e Pasand Asil, Malek Akhlagh and Hosseini Mehravani, 2014). On the other hand, conflict management is the identification and controlling of the conflicts in a reasonable, fair and efficient manner. Conflict can be managed by the use of skills such as effective relations, problem-solving methods and negotiation. Our capability in managing and controlling of the conflict can be effective on the results. Before taking any additional managerial measure, the conflict should be identified and analyzed and the reasons that have contributed thereto should be investigated. After conflict source was identified, the key point in managing conflict is the selection of appropriate styles (Robins, 1997, cited from Jahaniyan, 2011). Interpersonal conflicts appear for various reasons. Perceptual, personality, ideological, political differences and other things of the like, on the one hand, and various understandings of the individual, organizational and societal objectives, on the other, generate variegated conflicts in social environment (Rahim, 1986, Najafbeigi, 2005, cited from Amiri, 2007). Therefore, the present study is looking for an answer to the question as to whether there is a relationship between talent management, job motivation and conflict management or not?

Study Conceptual Model:

Figure (1): Study Conceptual Model



Study Hypotheses:

- There is a significant relationship between the talent management and job motivation with conflict management in the city of Zabol's Medical Sciences University.

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- There is a significant relationship between the talent management and conflict management in the city of Zabol's Medical Sciences University.
- There is a significant relationship between the job motivation and conflict management in the city of Zabol's Medical Sciences University.

Research Method:

The study is an applied research in terms of the objectives it is in pursue of and it is a descriptive research in terms of the way the information and the required data have been gathered. The study population includes all of the staff from Zabol's medical sciences university the total number of whom reached to 460 individuals out of whom 209 people have been selected as the study sample volume based on Cochran formula. The data collection tool has been the conflict management, talent management and job motivation questionnaires the validity of which was confirmed by the professors and experts of the field and the questionnaires' reliability was also verified by means of Cronbach's alpha method. To analyze the data obtained from the samples, both the descriptive statistical methods and inferential statistical methods, including Kolmogorov-Smirnov, Pearson and regression tests, were used.

Study Findings:

First Hypothesis Test:

- There is a significant relationship between the talent management and job motivation with conflict management in the city of Zabol's Medical Sciences University.

To test the abovementioned hypothesis, we go through the following stages:

Table 1: Regression model coefficients of the relationship between talent management and job motivation with conflict management

p	t	β	Std	B	Variable
0/000	12/014	-	0/245	2/35	Constant
0/000	3/452	0/285	0/065	0/145	Talent management
0/036	2.65	0/108	0/078	0/089	Job motivation

Dependent variable: conflict management

Because, the beta value for talent management and job motivation has been found statistically significant in an error level below 0.05, thus both variables have been effective on conflict management. Also, standardized regression coefficient, Beta coefficient, has been used to interpret the results presented in the above table. Talent management with a beta value equal to 0.285 has the greatest effect on conflict management. Based on this result, a unit increase in the standard deviation of talent management causes the conflict management to be increased by 0.285 of the standard deviation. Conversely, a unit reduction in the standard deviation of talent management causes the conflict management to be decreased by 0.285 of the standard deviation. Job motivation, with a beta value of 0.108, has also been found effective on the conflict management. Based on this result, a unit increase in the standard deviation of job motivation causes the conflict management to be increased by 0.108 of the standard deviation. Conversely, a unit reduction in the standard deviation of job motivation causes the conflict management to be decreased by 0.108 of the standard deviation.

Based on the standardized regression coefficients, the related diagram can be sketched as below:

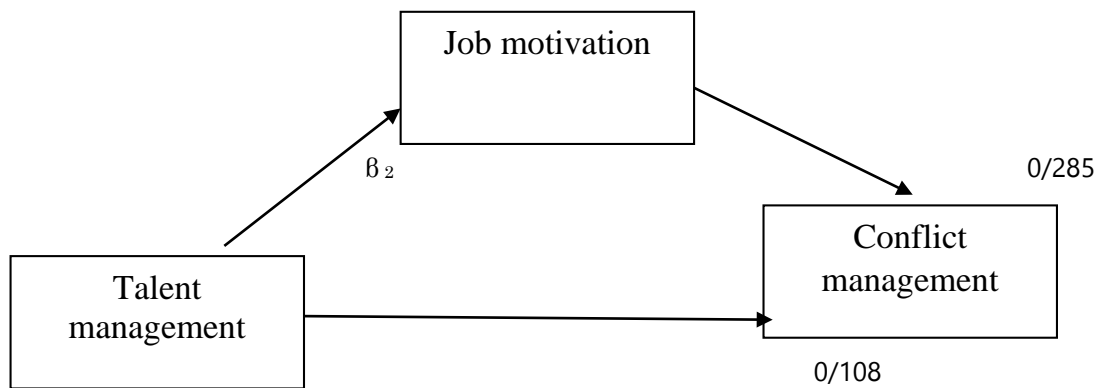


Figure 2: Results of path analysis to evaluate the hypothesis

To calculate the β , regression test should be run once more and this time the standard beta coefficient is computed between the two variables of perceived organizational justice and silent behavior (Table 2).

Table 2: regression model coefficients of the relationship between the perceived organizational justice and silent behavior

p	t	β	Std	B	Variable
0/000	12/214	-	0/321	3/154	Constant
0/056	1.965	0/115	0/089	0/145	Talent management

Dependent variable: job motivation

Therefore we will have:

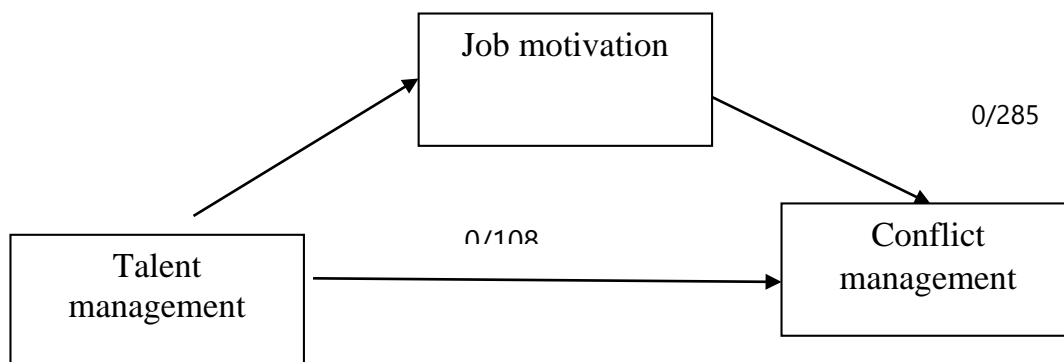


Figure 3: Results of path analysis to evaluate the hypothesis

Now, the total effect of the inter-variable relationships can be calculated as beneath:

Table 3: the total effect of the variables relationship

Path	Direct effect	Indirect effect	Total effect
Talent management → conflict management	0/108	0/145))×(0/145))×(0/108 +(0/285 (0/285	
Talent management → job motivation	0/145	-	0/145
Job motivation → conflict management	0/285	-	0/285

Second Hypothesis: There is a significant relationship between the talent management and job motivation in the city of Zabol's Medical Sciences University.

Table 4: Pearson correlation test statistics pertaining to the relationship between the talent management and job motivation

Variable	Job motivation					
Test	Pearson			The existence of a significant relationship	Relationship type	R ²
Talent management	Correlation coefficient	Significance	Number			
	0.515	0.000	209	There is	Direct	0.265
Attraction and employment of talented workforce	0.337	0.000	209	There is	Direct	-
Identification and isolation of talented workforce	0.419	0.008	209	There is	Direct	-
Applying the talents	0.425	0.000	209	There is	Direct	-
Development of the talents	0.355	0.000	209	There is	Direct	-
Creation and preservation of positive relations	0.423	0.001	209	There is	Direct	-
Talents retention	0.214	0.012	209	There is	Direct	-

Data analysis indicates that correlation coefficient between the talent management and job motivation is equal to 0.515 and with a sig (significance) value of equal to 0.000 and smaller than $\alpha=0.05$ significance level, thus the H_0 assumption, i.e. the absence of a relationship, is rejected and, therefore, a relationship is found between the talent management and job motivation in Zabol's medical sciences university. In the meantime, the positive correlation coefficient here is indicative of a direct relationship between the two variables. Also, the determination coefficient between the two variables is 0.265 or, in other words, the two variables share 26.5% of the variations. Also, the above table presents the results of the relationship between talent management components and job motivation and these results are suggestive of the idea that all of the talent management components are positively and significantly correlated with job motivation in Zabol's medical sciences university. The scatter diagram of the correlation between talent management and job motivation has been illustrated underneath:

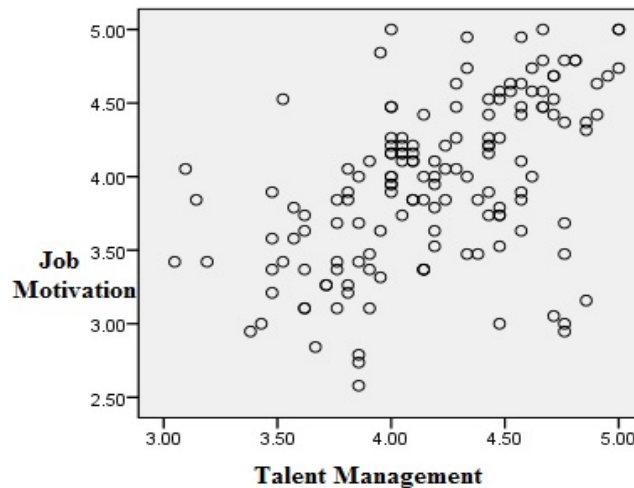


Figure 4: Scatter diagram of the relationship between the talent management and job motivation

Third Hypothesis: There is a significant relationship between the talent management and conflict management in the city of Zabol's Medical Sciences University.

Table 5: Pearson correlation test statistics pertaining to the relationship between the talent management and conflict management

Variable	Job motivation					
Test	Pearson			The existence of a significant relationship	Relationship type	R ²
Talent management	Correlation coefficient	Significance	Number			
	0.451	0.000	209	There is	Direct	0.203
Attraction and employment of talented workforce	0.354	0.014	209	There is	Direct	-
Identification and isolation of talented workforce	0.412	0.000	209	There is	Direct	-
Applying the talents	0.398	0.000	209	There is	Direct	-
Development of the talents	0.378	0.000	209	There is	Direct	-
Creation and preservation of positive relations	0.468	0.000	209	There is	Direct	-
Talents retention	0.369	0.000	209	There is	Direct	-

Data analysis indicates that correlation coefficient between the talent management and conflict management is equal to 0.451 and with a sig (significance) value of equal to 0.000 and smaller than $\alpha=0.05$ significance level, thus the H_0 assumption, i.e. the absence of a relationship, is rejected and, therefore, a relationship is found between the talent management and conflict management in Zabol's medical sciences university. In the

meantime, the positive correlation coefficient here is indicative of a direct relationship between the two variables. Also, the determination coefficient between the two variables is 0.203 or, in other words, the two variables share 20.3% of the variations. Also, the above table presents the results of the relationship between talent management components and conflict management and these results are suggestive of the idea that all of the talent management components are positively and significantly correlated with conflict management in Zabol's medical sciences university. The scatter diagram of the correlation between talent management and conflict management has been illustrated underneath:

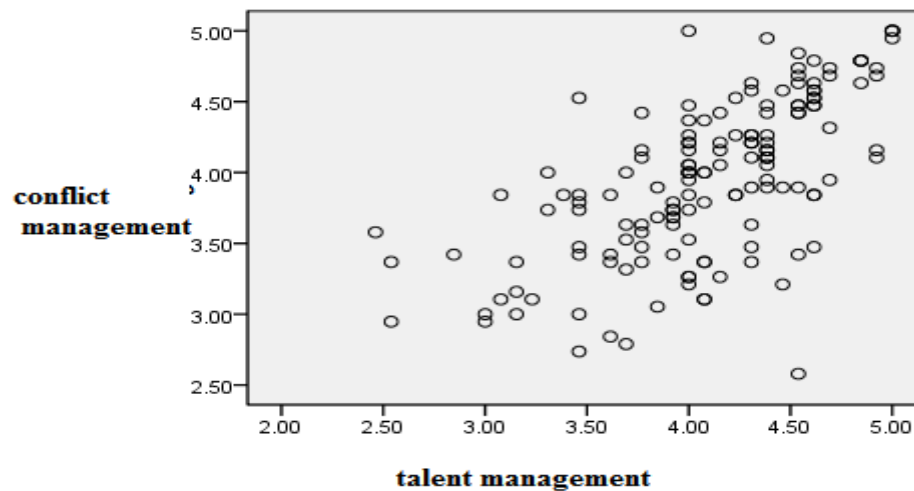


Figure 5: Scatter diagram of the relationship between the talent management and conflict management

Forth Hypothesis: There is a significant relationship between the job motivation and conflict management in the city of Zabol's Medical Sciences University.

Table 6: Pearson correlation test statistics pertaining to the relationship between the job motivation and conflict management

Variable	Job motivation					
Test	Pearson			The existence of a significant relationship	Relationship type	R ²
job motivation	Correlation coefficient	Significance	Number			
	0.364	0.000	209	There is	Direct	0.132

Data analysis indicates that correlation coefficient between the job motivation and conflict management is equal to 0.364 and with a sig (significance) value of equal to 0.000 and smaller than $\alpha=0.05$ significance level, thus the H_0 assumption, i.e. the absence of a relationship, is rejected and, therefore, a relationship is found between the job motivation and conflict management in Zabol's medical sciences university. In the meantime, the positive correlation coefficient here is indicative of a direct relationship between the two variables. Also, the determination coefficient between the two variables is 0.132 or, in other words, the two variables share 13.2% of the variations. The scatter diagram of the correlation between job motivation and conflict management has been illustrated underneath:

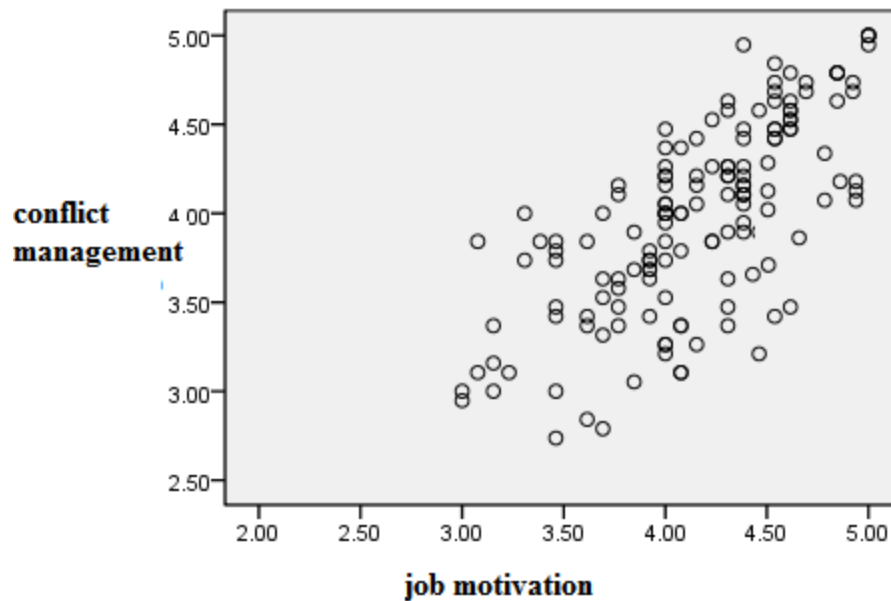


Figure 6: Scatter diagram of the relationship between the job motivation and conflict management

Conclusion:

The results obtained from the study hypotheses tests indicated that there is a significant relationship between the talent management and job motivation with conflict management, thus the presence of talents in the organizations causes the elevation of creativity within the organizations and this can lead to the enhancement of the services quality and quantity, the reduction of the costs, prevention of resources wastage, decrease in the bureaucracy, increase in the efficiency and productivity, creation of motivation and job satisfaction in the staff. Managers, as the formal representatives of organizations are the head authorities responsible for creating coordination and increasing productivity. An organization's success in actualizing the objectives depends on the way the management is implemented as well as on the extent to which leadership styles are effectively enforced. Managers, taking the role of organizational leadership, can select different styles in navigating and directing the human workforce. Managers' proper behavioral patterns in every organization cause strong spirits and motivations to be created in the employees and this will increase their job and occupational satisfactions. Talent management as a system for the identification, employment, fostering, enhancement and retention of talented individuals aims at optimizing the organizational potentials in line with the business results actualization. On the other hand, it is an important aspect of the human life in such a manner that an individual is in need of motivation so as to be able to strive, survive, act and even change and without it the human life is rendered stagnant, cold and spiritless. One of the managers' primary tasks is taking preparatory measures in line with instigating the employees to perform in a higher level. It means the managers should make sure that the individuals accomplish their duties, attend their work regularly and positively take part in fulfilling the organization's mission that is because job performance is associated with the ability, environment as well as motivation (Muhamamdzadeh et al, 2007).

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