To Promote Job Involvement via Talent Management

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Abstract

Talent management is a relatively new area for both public and private sector organizations. Talent management refers to the process by which the organization identifies employees who are capable to play leadership role in future. Studies show that talent management has positive outcomes. One of them is to promote job involvement among employees. Job involvement led to theoretical attentions among researchers in the area of organizational behavior. Job involvement is a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs. On the other hand, the value of talent management is apparent and has high visibility. For talent management initiatives to be effective, organizations need formal processes, with many people involved and with strong links between leadership and talent to translate into specific organizational value-based behaviors. The study is recommended the managers succinctly improve talent management in workforce by different ways for promote job involvement, because they have the mission to contribute to the achievement of organizational goals.

Keywords: Job involvement, Talent, Talent management

1. Introduction

In the modern, globally-competitive environment, the need for substantial changes is always felt by organizations. This has forced the modern organizations to consider new working methods when encountering less stability and rapid change in their sectors. However, human resources departments should not only solve specific problems, but also must ensure the success of the organizations in facing potential challenges of the future. One of these challenges is the demand for qualified and talented staff (Porkiani, et al. 2010). Talent acquisition, retention and management became a key expression (challenge) in global business (Schuler, et al. 2010).

A cursory review of the talent management literature reveals a degree of debate as to the conceptual boundaries of the topic. Indeed, Aston and Morton (2005) noted that there "…isn't a single consistent or concise definition" of talent management (Collings & Mellahi, 2009). Talent identification and development, which is known as talent management, refer to the process by which the organization identifies employees who are capable to play leadership role in future. This approach emphasizes developing talent pools that have high leadership ability (Beheshtifar & Nekoie-Moghadam, 2011). Studies show that talent management has positive outcomes. One of them is to promote job involvement among employees.

Job involvement is of ongoing research interest. It has led to theoretical attentions among researchers in the area of organizational behavior. It seems that we are still far from understanding what exactly fosters organization members' job involvement. Therefore, it is necessary to investigate talent management and job involvement briefly before study how talent management effects on job involvement; although, there are not a comprehensive research that combines them as a vital subject in the organizations.

2. Talent management

Talent management is a relatively new area for both public and private sector organizations (Devine & Powell, 2008). It has been major priority for many organizations and success of today's organizations directly linked with used talents (Beheshtifar & Nekoie-Moghadam, 2011).

The term ''talent management'' became prominent around ten years ago, when the management consulting firm McKinsey reported that employers face a ''war for talents'' and find it hard to recruit talented employees due to tight labor markets. Since then, the topic of talent management has increased in importance and has gained attention in both the literature and in business practices. It has been claimed to be ''more critical than ever to organizational strategic success'' and a ''fast gaining top priority for organizations across countries'' (Hartmann, et al. 2010).

It is difficult to identify the precise meaning of "talent management" because of the confusion regarding definitions and terms and the many assumptions made by authors who write about talent management. The terms "talent management", "talent strategy", "succession management", and "human resource planning" are often used interchangeably (Lewis & Heckman, 2006).

Talent management as a broader concept is known in order to attract, retain, and develop talents (D'Annunzio-Green, 2008), and it is important for two reasons: first, talent management will ensure that organization can successfully attract and maintain necessary talent. The second reason is talent management should be done in a field that employees are working within (Hughes & Rog, 2008).

It may be helpful to separate definitions of talent from talent management. Talent has been described as consisting of 'those individuals who can make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential'. Talent management refers to ensuring that these people are identified or recruited, developed, and retained, in such a way that their outstanding contribution can be fully achieved. It has been defined as: '…the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization' (CIPD, 2008).

Studies show that the talent management system is divided into three main areas: talent recruitment, talent maintenance, and talent development. These areas are described below:

a) Talent recruitment: This stage includes all issues related to individual with high-level skills: what people does the organization need to invest in? How should the organization plan for recruitment at determined positions? What kind of talent is needed for organizational development? These questions are only a part of the questions in an organization, while drawing a path of attraction and development of its employees, as most valuable investment should be considered.

b) Talent maintenance: When an organization was successful in recruitment on desired post, they should know what the next step is. At this step, the appropriate skill sets of individual required to locate with job duties. On the other hand, manpower performance should manage to ensure the organization is a path that has the most productivity by HR.

c) Talent development: The final step in this process including issues related to learning and development. In this phase, employees need a transparent and palpable career path. The organization need to more investment on employees, in order to meet future expectations and needs (Beheshtifar & Nekoie-Moghadam, 2011).

Although each organization should design and implement its own, unique talent management strategy, there are some guidelines available which suggest that talent management programs should refer to the following. Each organization should:

- Develop a strategy and an accompanying set of practices which are future oriented, integrated and result in measurable outcomes;
- Ensure that talent management is a major HR responsibility, incorporating
- recruitment, selection, performance management, succession planning, professional development, diversity and culture;

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- However, the boundaries between HR and talent management are blurred but talent management is seen as more proactive than HR, so the HR function may need to change its culture;
- Ensure that its strategy allows development of both individuals and organizations (Ford, et al. 2010).

Beheshtifar (2010) designed a model for succession planning. She mentioned the dimensions of talent management as following:

- Evaluation of present resources;
- Training and developing talented individuals; and
- Recruitment of talented individuals.

However, talent management has many benefits, such as reduction of recruitment costs, creating a competitive advantage, effective knowledge management, promoting job involvement among employees.

3. Job involvement

Job involvement has been studied for over twenty decades in organizational behavior, human capital management and relationships. Job involvement is viewed as an individual employee's psychological (Akinbobola, 2011). The concept of job involvement was first introduced by Lodahl and Kejiner (1965). They related the job involvement to the psychological identification of an individual with the work or importance of work in the individual's self image. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism. However, there is a significant difference in the level and extent of job involvement in different types of work (Khan& Nemati, 2011).

Job involvement has been divided into two separate approaches. First approach is viewed as an individual difference variable, job involvement is believed to occur when the possession of certain needs, values or personal characteristics predispose individuals to become more or less involved in their jobs. The second approach views job involvement as a response to specific work situation characteristics. In other words, certain types of jobs or characteristics of the work situation influence the degree to which an individual becomes involved in his/her job (Chungtai, 2008).

Job involvement is defined as "a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs" (Carmeli, 2005). Also, it is defined as "the degree of psychological identification an employee has with his/her role in the workplace" (Khan& Nemati, 2011). Therefore, job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled (Hirschfeld & Field, 2000).

Lawler and Hall (1970) believed the job involvement as; the degree to which a person perceives his total work situation to be an important part of his life and to be central to him and his identity because of the opportunity it affords him to satisfy his important needs (Ekmekçi, 2011). Job involvement is grouped into four diverse categories. These categories: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept (Uygur & Kilic, 2009).

Job involvement calculated by employee's abrupt responses to the work and these responses generated by norms, structures and policies of the organization, it also enhanced the satisfaction, loyalty and motivation towards organization (Kiyani, et al. 2011). The construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Brown, 1996).

Having employees with high levels of job involvement may benefit organizations because when individuals immerse themselves in work, their motivation may increase, which may positively influence their job performance (Hackman & Lawler, 1971). Therefore, managers should find factors which promote job involvement.

4. Job involvement by talent management

Job involvement is the importance of the person's job/work in his or her life, so Brown (1996) argued that we are in need of further research to clarify how job involvement is related to other job attitudes (Carmeli, 2005). Job involvement is the way a person looks at his job as a relationship with the working environment and the job itself (Khan& Nemati, 2011).

Organization's point of view for job involvement is the major factor to encourage employees and retain and create competitive advantages. So, for the growth and development of organizations, the employee's involvement with job is very valuable to put all energies and capabilities at work. Therefore, organizations have to allocate resources and time to enhance job commitment and involvement to keep employees as diligent workers (Kiyani, et al. 2011).

People with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (Brown, 1996). Studies have shown that there are some critical factors which lead to employee involvement. Some of them identified are career development and talent management.

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development (Vazirani, 2007).

Lewis and Heckman (2006) found that the literature can best be described in terms of three research streams: (1) talent management is conceptualized in terms of typical human resource department practices and functions; (2) talent management is defined in terms of HR planning and projecting employee/staffing needs; and (3) talent management is treated as a generic entity and either focuses on high performing and high potential talent or on talent in general (Tarique & Schuler, 2010).

The value of talent management is apparent and has high visibility. For talent management initiatives to be effective, organizations need formal processes, with many people involved and with strong links between leadership and talent to translate into specific organizational value-based behaviors (Morton, 2005).

Key findings show that the most important determinant of talent management success is the degree of involvement (Lockwood, 2006). The organizations that focus on talent management by evaluation of present resources, training and developing talented individuals, and recruitment of talented individuals, could be involved all employees (figure 1).

5. Conclusion

Fostering job involvement is an important organizational objective because many researchers consider it to be a primary determinant of organizational effectiveness (Pfeffer, 1994). Morton (2005) recommend to anyone involved with talent management and succession planning in their organization. It offers new insights, as well as reinforces concepts and ideas (Sims & Gay, 2006),

Linkage research received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (Rucci, 1998).

In fact, leadership development is an integral part of any successful corporate talent management strategy. It involves identification of potential leaders and training them for leadership roles, and gradually delegating more authority and responsibility to them to cultivate leadership skills. It is therefore crucial to expand the focus of talent management and to ensure that the majority of the organization's workforce is included in the management of talent. One of benefits of employing talent management is job involvement. Job involvement has a key role in the overall performance of organization. Individuals spend a large portion of their time on the job and the job becomes an important aspect of their life.

The study is recommended using an experimentally one so that job involvement and talent management can be analyzed in order to determine if the findings will be duplicated. It is imperative for managers to identify the various causes and reasons for promoting job involvement and plan to grow them. In other words, managers should succinctly improve talent management in workforce by different ways for promote job involvement, because they have the mission to contribute to the achievement of organizational goals and as well as the personal goals of the members.

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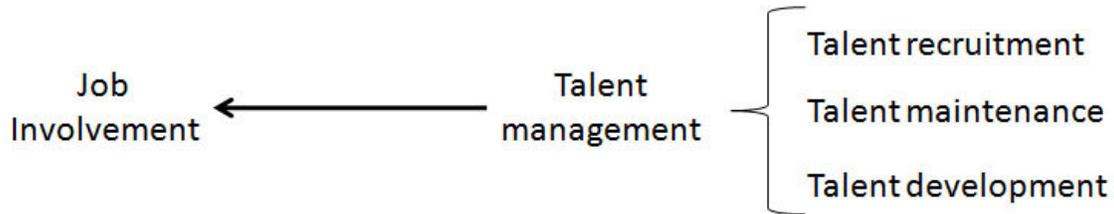
Figure 1. Effect talent management on job involvement