

Talent Management Study on Organizational Learning and Intelligence of Staff of Iranian Sport Federations

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ABSTRACT: Talent management is a process involving integrated planning that involves many factors, and the only human resources department does not take responsibility for it alone, which makes talent management difficult and time-consuming but very valuable. The purpose of the present study was to investigate talent management on the learning and organizational intelligence of staff at sports federations. Research is in terms of its purpose. The statistical population included all sports federations (52 federations) equal to 610 in 1397, using the Morgan table and randomly assigned to 200 individuals. Descriptive statistics were used to analyze descriptive indices and inferential statistics, t-test was used to examine the hypotheses. The results showed that organizational intelligence as an intermediary variable on organizational learning and talent management also influences organizational intelligence and talent management has a 70 percent effect on organizational learning capabilities. Talent management is to describe the concept and integration of human resources management activities with the goals of attracting and retaining the right people for key posts at the right time. Supplying and keeping talent is more important than the following for the following reasons: 1) Knowledge-based economy, 2) Extreme competition, 3) Transfer and transfer of employees. Organizations move by individuals and this is the talent of individuals that determines the success of organizations. Therefore, talent management is the core of management.

Keywords: Talent, Learning, Intelligence, Sport.

INTRODUCTION

Today, the rapid growth of global competition technology, energy constraints and instability of the political and economic situation have created a new definition of business environments. What is today in the business world is the inadequacy of factors such as technology and material resources to meet the goals of organizations. Hence, having a competent, skilled, motivated and prestigious human resource as the only stable and inevitable element of the company's business success. On the other hand, talent management will be of interest to any organization in order to find and retain employees susceptible due to a shortage of prestigious and elastic manpower (Veryard, 2004). Having a learning ability in predisposed individuals improves people's ability to learn and improves their awareness. On the other hand, organizational intelligence focuses on knowledge and learning through intelligent organization, an organization that learns to manage intelligent knowledge. (Matsuda, 1992).

Conceptual management is a relatively new concept that emerged in the 1990s (Hutchins, 1991). This concept was first introduced in Charles Fishman's book "The War for Talent", Talent Management ensures that people fit in with their skills in the right place and are focused on and focused on appropriate activities. Finally, talent management can be considered as a complete set of processes for identifying, deploying and managing individuals in order to successfully implement a business strategy. These processes that affect the life cycle of employees are divided into three areas of talent, matching and keeping talents, and developing talents. Since the late 1980s, many theoretical

and empirical studies have been conducted on organizational learning and learning organization. The degree or the degree to which organizations and their members are able to learn represents their sustainable competitive advantage in a knowledge-based economy. Organizational learning also triggers an open minded approach that increases the inclination to critically evaluate the organization's operational routines and reach a broad, customer-oriented organization, support technology, and cross-integration with integrated client management (Glynn, 2000).

The organizational intelligence is a new concept in the field of organization and management texts. The background to organizational intelligence dates back to the 1990s, and its roots should be looked at in terms of knowledge management and organizational learning. Primitive Intelligence is the one that enables a biologist to compete for survival to evolve and preserve his species from being destroyed. The presence of intelligence allows the organism to interact with its environment and adjust itself. Organizational intelligence is an organization's ability to create knowledge and apply it in order to achieve strategic alignment with the environment. Despite personal intelligence, organizational intelligence divides knowledge between members of the organization (Karl, 2003). Research results have shown that there is a positive and significant relationship between talent management and organizational intelligence, which, according to Fishman, in the "war for talent", competition for talent is dominant in the 1990s and organizations of any size and From any industry, they competed for the best and most intelligent people in the organization. Although most talent management experts are prone to being talented, some see it as related to the total potential of the organization, and believe that talent management processes should not be limited to a limited number of employees (Coleman, 2015).

Research has also shown that there is a positive and significant relationship between organizational learning talent management. So one of the key processes in the management of talent is the subject of learning and learning. The need for organizational learning is now well established at all levels of the organization, and by linking learning and development with career success, organizations can have a positive impact on the development of available talents to meet future needs. Research has shown that there is a positive and significant relationship between organizational intelligence and organizational learning capability.

The research texts have theoretically argued that organizational intelligence encompasses organizational learning and knowledge management paradigms. In these texts, it is intended that each organization should be able to learn and adapt to enhance organizational intelligence. The results show that there is a meaningful relationship between social capital and talent management in the organization of physical education, and with the improvement of the social capital situation, the level of talent management is improved. Organizational intelligence has a direct and significant positive effect on organizational learning. Organizational intelligence mediates the relationship between transformational leadership style and organizational learning capabilities in a limited way. The organizational intelligence is the social result of individual intelligence and it relates to it (Glynn, 2000), and there is a significant relationship between each of the components of organizational intelligence with employee empowerment (Simic, 2016).

For this reason, in light of the above findings, in this paper, the researcher seeks out how talent management has an impact on organizational learning in staff at sports federations and how organizational intelligence can affect this relationship.

Method

The research is applied in terms of purpose and is descriptive in terms of data collection. The statistical population includes all employees of sports federations, which is equal to 610 in 2018. Estimated sample size of this study was 200 people based on Morgan's table. In this research, simple random sampling method was used. Content validity method was used to ensure the validity of this questionnaire. The Cronbach's alpha of each questionnaire is as follows:

Table 1: Cronbach's alpha coefficient results

	Talent management	Learning Ability	Organizational intelligence	Questionnaire
Cronbach's alpha coefficients	0.800	0.886	0.790	0.891

Since Cronbach's alpha value in all questionnaires is more than 0.7, all of the questionnaires have a good reliability. Talent management was considered as a predictor variable, organizational learning capability, criterion variables, and organizational intelligence as a mediator variable.

Results

In the table below, the results of Factor Analysis are presented to determine the validity of the questionnaire.

Table 2. A summary of the results of confirmatory factor analysis test to determine the validity of the questionnaire

Validity	T	Dimensions	Latent variables	
✓	10.88	Attracting and recruiting prone forces	talent management	
✓	11.33			
✓	12.26			
✓	13.85	Identification and separation of talented employees		
✓	12.09			
✓	12.18			
✓	14.37	Applying Talent		
✓	13.83			
✓	14.46			
✓	15.55	Talent development		
✓	14.87			
✓	11.11			
✓	12.36	Keeping talent		
✓	13.70			
✓	12.35			
✗	1.20	Management commitment	Organizational learning capabilities	
✓	11.19			
✓	9.59			
✓	7.24	System vision		
✓	9.92			
✓	6.66	Outdoor and Experimental		
✓	10.10			
✓	13.08			
✓	14.99	Transmission and integration		
✓	11.58			
✓	13.14	Knowledge		
✓	10.48			
✓	11.32	Strategic vision		Corporate identity
✓	12.76			
✓	14.76	Shared destiny		
✓	8.01			
✓	11.22			
✓	14.45	The desire to change		
✓	14.12			
✓	9.3	Morale		
✓	8.87			
✓	11.98			
✓	13.05	Alliance and agreement		
✓	10.16			
✗	1.78			
✓	9.91	Knowledge application		
✓	14.99			
✗	1.11-			
✓	10.32	Performance Pressure		
✓	6.53			
✓	13.60			
✓	11.76			
✓	14.37			

As indicated in the table above, in general, the questionnaire's questions have a good validity. When T values in the range of more than +1.96 and less than -1.96, indicate a meaningful correlation of the relevant parameter and subsequent confirmation of the research hypotheses.

Talent Management includes the following dimensions: TM1, Potential Capture and Recruitment, TM2, Identification and Separation of Staff, TM3, Talent Deployment, TM4, Talent Development, TM5, Talent Maintenance. Organizational intelligence includes the following dimensions: Strategic Perspective, Common Destiny, Desire for change, morale, unity and agreement, arrangement and application of knowledge, performance pressure.

Organizational learning includes the following dimensions: OL1, management commitment, OL2, system visibility, OL3, open space and office workflow, OL4, knowledge transfer and integration.

The results of path analysis showed that the direct effect of talent management on organizational learning capability was 0.70, and direct effect of talent management on organizational intelligence was 0.85 and the direct effect of organizational intelligence on organizational learning capability was 0.68.

T-value test to investigate research hypotheses shows that the effect of talent management on organizational learning ability and the effect of talent management on organizational intelligence and the effect of organizational intelligence on organizational learning ability is significant. In the first hypothesis of the research, we sought to examine the effect of talent management on organizational learning capabilities by considering the role of mediator of organizational intelligence among staff at sports federations. The direct effect of talent management on learning ability is 0.50. Also, the indirect effect of talent management on organizational learning ability has been achieved and upgraded the overall impact to 88%, which indicates the positive impact of organizational intelligence as a mediating variable. In the second hypothesis, we tried to investigate the effect of talent management variable on organizational intelligence. The result of path analysis showed that talent management has an impact on the organizational intelligence variable. In the third hypothesis of the study, we sought to investigate the effect of talent management variable on organizational learning capability. The result of path analysis showed that talent management has an impact on the organizational learning capability variable. In the fourth part of the research, we aimed to investigate the effect of organizational intelligence variable on organizational learning capability. The result of path analysis showed that organizational intelligence has an impact on the organizational learning ability variable.

Conclusion

In sum, the results of this study indicate that the effect of talent management on organizational intelligence is greater and the effect of talent management and organizational intelligence on organizational learning capabilities is almost the same. Also, the results of this study indicate that talent management plays an important role in shaping the organization's ability to intelligently act and develop organizational learning capabilities by creating an appropriate environment for making decisions that generate successful application of knowledge in the organization of promotion. They give it. Organizational learning requires organizational intelligence that should be based on the collective effort of all employees to share and generate new knowledge and learn from mistakes other than individual intentions. All of these funds together give you a better understanding of the strong relationships between custodial management and factors affecting organizational intelligence and organizational learning capability. The purpose of this study was to investigate the effect of talent management on organizational learning by considering the role of interactive organizational intelligence among staff at sports federations. The results of the test showed that all variables had a mutually influential effect. The results found in this paper are similar to those of Dingman (2014), Frank and at all (2004), and Leibowitz (2010; 2017). In order to make more use of human resources and effective management, it is suggested that those who use the competencies needed to employ and appoint managers in the sports federations' offices should take greater organizational learning and take organizational learning in Institutionalize your unit.

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