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Designing a Pure Talent Management Model in the Growth Centers of Technological Units of Islamic Azad University with the Foundation's Data Approach

Morteza Hazrati[1,*], Sevda Sheikhi Lisar[2], Mohammad Taghipour[3]

Abstract

Talent management is one of the management fields that has experienced the greatest growth in the last two decades. Due to its competitive nature, for the first time the concept of talent management was proposed in private organizations and large multinational companies and was widely welcomed. Therefore, the main goal of this research is to design a lean talent management model in Islamic Azad University technology development centers with a foundation data approach. Since the current research seeks to design a lean talent management model in Islamic Azad University technology development centers with a foundation data approach and wants to provide reliable guidelines to policy makers to take corrective measures, it is considered an applied research. On the other hand, the direction of research is based on knowledge enhancement. The current research is considered as a qualitative research and it is an inductive approach. Qualitative research strategies were also used in doing it. The qualitative strategy used in the first stage of research is grounded theory. In this research, the participants are the heads of the growth centers of the technology units of Azad University. In the first stage of the research, theoretical sampling was used and 10 people were selected as a sample. Then, at the end of the qualitative section, a model was designed using the foundation data approach. The research hypotheses were tested in the quantitative section using structural equation modeling.

Keywords: Pure talent management, lean talent management, technology unit growth center, foundation data theory, structural equation modeling

***Author for Correspondence**
Morteza Hazrati
E-mail: mhazraty2006@yahoo.com

[1]Assistant Professor, Department of Public Administration, Bandar Anzali Branch, Islamic Azad University, Gilan, Iran
[2]Student, Business Management, Strategy, Payam Noor University, Tehran, Iran
[3] Assistant Professor Department of Industrial Engineering, North Tehran Branch, Islamic Azad University, Tehran, Iran

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INTRODUCTION

Dealing with the category of entrepreneurship and educating graduates who have the necessary abilities and skills to start a suitable business is considered one of the main duties of every university, and unfortunately, its vacuum is quite noticeable (Abbas et al, 2019) [1]. In today's competitive world, there are successful universities that are able to use more and better knowledge; Because raw materials, land and other natural materials are no longer considered important and basic resources, but these are entrepreneurial people who are considered the valuable capital of the new world. Therefore, many universities in advanced and developing countries have started using entrepreneurship, and this attention is in the form of developing strategies, policies and scientific

programs to expand and strengthen the entrepreneurial spirit and behavior, and more importantly, entrepreneurship education in scientific centers and University has appeared.

In fact, rapid and significant developments and changes in the international community, as well as the transition from the traditional society to the information society, along with changes such as globalization, have led to the emergence of various strategies through which the possibility of economic growth and development, creating employment and prosperity to be provided in society. The most important factors of sustainable development are entrepreneurs. One of the most important centers that can play an important role in nurturing entrepreneurs are universities and higher education institutions. For this reason, one of the important goals of higher education in our country in the last few years has been the cultivation of entrepreneurial human resources (Antunes et al, 2019) [2]. In the current situation when our country's economy is facing important problems and inadequacies such as brain drain, unemployment - especially among university graduates - lack of specialized manpower, reduction of government investment and lack of mobility and sufficient economic growth, the training of entrepreneurs in universities is of double importance (Shahabadi A. et al. 2020) [3]. In this article, with the help of experts active in the field of technological growth centers in the Islamic Azad University of the country, we are trying to determine the most important indicators and components of pure talent management in line with the development of growth centers and achieve a comprehensive model.

A REVIEW OF THE LITERATURE AND THE THEORETICAL FRAMEWORK OF THE RESEARCH

Nowadays, due to the large number of students and the presence of high acceptance in the country's universities and the existence of culturally, socially, politically active students, etc., student centers with the field of cultural and social activities play an important role in advancing cultural goals and the development of science. Identifying the talents of students is one of the most important There are activities that are carried out in the center of technology units of the university (Singh, 2019) [4]. 4One of the most important activities foreseen in the center of development of technology units in the university is the design of competency models by different academic groups with emphasis on behavioral competencies and skills. Soft and holding talent centers and development of people in the target group of students (Bootz et al, 2018) [5]. In these centers, people are evaluated based on the competency model and using different tools, and their competencies, talents, and abilities are evaluated by professional evaluators in this field. And it is the implementation of practical and practical training that prepares students for ideation and experience gathering in relation to work and the labor market, outside of the traditional formats of classical education. In this program, the goal is not exclusively cognitive and rational in order to increase students' knowledge and skills, but it is related to their attitudes and interests and the organization of their values in relation to work and recognition of their talents and abilities. The programs of this group work on axes such as cultivating attitudinal aspects related to work and profession; Cultivating people in team work in order to increase career success, finding talent and career guidance and identifying people's competencies to enter the labor market is focused on (Vural et al, 2012) [6]. If the talent search students are supported by the government authorities and the university, they can achieve good progress, which is very important for the student community and the university, and it can also lead to the development of the social cultural level of the student community. Using student capacities and students' expertise leads to progress, reducing unemployment and preventing the consequences of unemployment in the society. The discovery of talents and their management is in line with the new goals of the university based on entrepreneurship and innovation. In the last few years, the country's universities have taken useful and effective steps under the title of entrepreneurial university with a different position and role from traditional universities. For this purpose, the talent management plan was carried out with the aim of identifying students' talents, strengths and weaknesses and increasing their awareness about their abilities and talents as well as increasing employability. Also, in the next stage of this project, teaching personal, job and entrepreneurship skills to students and preparing this group to work in a different future world was

included in the program. To identify personality traits, career interests, intelligence type and preferences respectively, personality test tools , interest measurement, multiple intelligences and questionnaires are used (Ghosh & Gurunathan, 2015) [7]. Talent management is a management tool that helps the ability of managers and creates a kind of flexibility in accordance with the changing conditions of the market (Bootz et al, 2018). Talent management is important for two general reasons: firstly, the implementation of effective talent management leads to the successful discovery and maintenance of talents, and secondly, these talented employees are selected for key positions in the future, which today is known as "succession training" and It has attracted the attention of many organizations (Ghosh & Gurunathan, 2015). By using talent management, you can be sure that each of the employees with their special talents and abilities will be employed in a suitable job. Organizations need talent management to predict and manage human capital more effectively and make business goals more appropriate for the growth of the organization. Many companies do not use appropriate talent management strategies and therefore have faced the problem of lack of talented human resources in strategic organizational positions, which have faced the problem of lack of talented human resources in strategic organizational positions. In turn, the possibility of the company's progress has faced a serious problem (Abbas et al, 2019). The successful implementation of talent management strategies attracts and maintains talented employees in the organization and these employees are employed for the strategic jobs of the organization. teaches Due to the fact that talents leave the organization and leave their jobs, it has a lot of costs for organizations. Talent management can create value and competitive advantage for organizations through identifying talented employees and using their talents and competencies in order to create creativity for the organization and solve problems in a creative and correct way (Elrehail et al, 2017) [8]. Talent management can create value and competitive advantage for organizations by identifying talented employees and using their talents and competencies to create creativity for the organization and solve problems in a creative and correct way. Talent management can create economic and non-economic values at the social, organizational and individual levels (Zouari et al, 2018) [9]. Talented people are a factor in creating a competitive advantage .In modern economic theories, the role of human capital in the production of knowledge and earning more and more attention. In the era of knowledge and knowledge, organizations place great emphasis on the exploitation of knowledge workers. Talent development activities are usually carried out by organizations. To ensure that talent shortages are minimized, to ensure planned succession rather than replacement, and to promote the organization's reputation as a talent magnet (Martins et al, 2019) [10]. Talent development requires planned activities that focus on the development of skills and capabilities for the future needs of the business as well as the development of skills for the current performance of the job (Najafi H. et al. 2023) [11]. In recent years, the knowledge-based businesses and the expansion of the knowledge-based economy have made talent management a challenging and important task for human resource managers. When such a situation arises, something that plays an important role in improving the performance of organizations is talent management. Talent management is known as a set of organizational processes designed to attract, train, mobilize and retain key people. In other research, the following can be mentioned: Rezaie Dizgah, et al. (2021), in a research, addressed the effect of leadership empowerment on safety behavior with regard to the mediating role of knowledge sharing and safety climate in rural water and sewage workers [12]. Taghipour et al. (2015) in a research, studied the relationship between the implementation of knowledge management and the skills of managers [13]. Taghipour et al. (2014) in another research investigated the evaluation of the effective variables of value engineering [14].

The research questions based on the foundation's data method standard are as follows:

- What are the components of pure talent management in the growth centers of technological units of Islamic Azad University?
- What are the consequences of pure talent management in the growth centers of technological units of Islamic Azad University?
- What are the antecedents of pure talent management in the growth centers of technological units of Islamic Azad University?

- What is the relationship between the constituent components of pure talent management in the growth centers of technological units of Islamic Azad University?

RESEARCH METHODOLOGY

According to the classification of research according to the purpose, this research is in the category of applied research. Applied research has many characteristics of basic research, such as principles related to sample selection, inferences, generalizations from results and findings about the population from which the sample was selected (Nadri and Saif Naraghi, 2013, 12). In this research, we seek to identify the dimensions and how to manage pure talent, so the research is exploratory in terms of method. In addition, the current research is cross-sectional in that it examines the data at a certain point (period) of time (Sarmed et al., 2015). In this research, firstly, the study of theoretical foundations related to research in the field of talent management was conducted based on the review of theoretical topics (14). The output of this stage is to identify the components of pure talent management in previous research and the functions of each of the internationalization theories related to pure talent management, which is effective on the data from in-depth interviews conducted in the qualitative phase of the research and is the basis of the qualitative analysis of the research. In the current research, we use the foundational data approach to analyze and interpret the data. First, the researcher tries to present a detailed view of different aspects of the case (facts). That is, first a short description of the situation, events, actors and background of each case study is provided (15). After that, data from each case study are categorized based on open coding; In this step, the main categories are identified. Then, based on the central coding, the categories are reduced to themes and the central themes are identified in each study case. Then, in the inter-case analysis process, the central themes are compared among different cases. In the end, the lean talent management model is presented as a conceptual theoretical model (selective coding).

STATISTICAL POPULATION AND RESEARCH SAMPLING

The statistical population of the research is the officials of the growth centers of technological units of Islamic Azad University all over the country as shown in Table 1. In case study research, it is preferably better to select unusual cases in a collective case study and use a sampling strategy with maximum diversity to show the diversity of cases and fully describe the different points of view related to the cases. Selection of cases is very important in a multi-case study. Therefore, it is better to choose cases that express different views regarding the event under study.

Table 1. The number of directors of Islamic Azad University growth centers.

Number of managers	State	Row	Number of managers	State	Row
6	Sistan va Baloochestan	16	7	Azarbayjan Sharghi	1
5	Fars	17	3	Azarbayjav Gharbi	2
3	Qazvin	18	4	Ardebil	3
1	Qom	19	17	Esfahan	4
4	Kordestan	20	2	Alborz	5
10	Kerman	21	1	Ilam	6
4	Kermanshah	22	1	Booshehr	7
2	Kohgoliyeh va Boyrahmad	23	16	Tehran	8
4	Golestan	24	1	Chaharmahal	9
3	Gilan	25	1	Khorasan Jonoubi	10
4	Lorestan	26	6	Khorasan Razavi	11
8	Mazandaran	27	2	Khorasan Shomali	12
10	Markazi	28	7	Khoozestan	13
5	Hormozgan	29	2	Zanjan	14
3	Hamedan-Yazd	30	4	Semnan	15

Sample Size

Another important point regarding sampling is sample size. In qualitative research, usually a limited number of places and people are investigated; In this research, 11 interviews were conducted in 11 centers of technology units.

CONVERGENT VALIDITY AND DIVERGENT VALIDITY

Convergent validity examines the correlation of each construct with its questions. Convergence validity shows the high correlation of indicators of a structure compared to the correlation of indicators of other structures, which should be evaluated in reflective models. In order to evaluate the validity of the convergence, the mean of the extracted variance is used as shown in Table 2. This coefficient is from 0 to 1, and if it is higher than 0.5, it will be multiplied. Of course, values higher than 0.4 can be accepted with caution as shown in Tables 3 and 4.

Table 2. Average extracted variance.

Research model variables	**Mean variance extracted**
	Average variance extracted (AVE)
Assessment and discovery of talents	0.632
Talent search and talent flourishing	0.459
Human resource management measures	0.735
Higher education hardware facilities	0.661
Higher education software facilities	0.458
delegation of authority	0.613
Strategic thinking of higher education	0.582
Empowerment	0.785
Development of gifted students	0.792
Team building among students	0.612
Recruit talented students	0.600
Retention of talented students	0.609
Strategic leadership	0.608
Leadership and management of higher education	0.525
Policies and policies of Azad University	0.589
Macro and supra-organizational policies	0.353
Designing a strategy in line with pure talent management	0.452
Pure talent management	0.326
Consequences related to students	0.621
Implications related to growth centers	0.598
University-related consequences	0.795
Agility of growth centers	0.583
Being a university student	0.462
Team learning	0.798

Table 3. Cronbach's alpha and composite reliability.

Research model variables	**Final Cronbakh alpha**	**Composite reliability coefficient**
	Cronbach's alpha	***Composite reliability***
Assessment and discovery of talents	0.802	0.872
Talent search and talent flourishing	0.880	0.902
Human resource management measures	0.879	0.917
Higher education hardware facilities	0.815	0.883

Higher education software facilities	0.595	0.766
Delegation of authority	0.792	0.863
Strategic thinking of higher education	0.761	0.848
Empowerment	0.909	0.936
Development of gifted students	0.912	0.938
Team building among students	0.771	0.858
Recruit talented students	0.768	0.854
Retention of talented students	0.768	0.854
Strategic leadership	0.767	0.856
Leadership and management of higher education	0.868	0.897
Policies and policies of Azad University	0.767	0.851
Macro and supra-organizational policies	0.827	0.863
Designing a strategy in line with pure talent management	0.879	0.901
Pure talent management	0.806	0.512
Consequences related to students	0.782	0.863
Implications related to growth centers	0.780	0.855
University-related consequences	0.914	0.939
Agility of growth centers	0.766	0.848
Being a university student	0.882	0.904
Team learning	0.916	0.941

Table 4. Determination coefficients and adjusted determination coefficients.

Research model variables	**The coefficient of determination**	**Adjusted coefficient of determination**
	R Square	***R Square Adjusted***
Assessment and discovery of talents	0.118	0.114
Talent search and talent flourishing	0.035	0.021
Human resource management measures	0.842	0.841
Higher education hardware facilities	0.707	0.705
Higher education software facilities	0.522	0.520
delegation of authority	0.279	0.276
Strategic thinking of higher education	0.612	0.610
Empowerment	0.846	0.846
Talent development	0.788	0.787
Succession breeding	0.860	0.859
Attracting talents	0.206	0.202
Preservation of talents	0.796	0.795
Strategic leadership	0.873	0.873
University policies and procedures	0.747	0.746
Macro and supra-organizational policies	0.383	0.380
Designing a strategy in line with pure talent management	0.022	0.008
Pure talent management	0.056	0.051
Interpersonal consequences	0.881	0.881
Organizational implications	0.265	0.262
Individual consequences	0.853	0.853
University agility	0.322	0.319
Being a university student	0.007	0.002
Team learning	0.843	0.842

Another criterion is the R2 coefficients of the model. These coefficients of three values of 0.19, 0.33 and 0.67 are used for weak, medium and strong values. The results show that the coefficient of determination is strong.

CONCLUSION AND RECOMMENDATIONS

The goal of every research is to achieve results through which specific goals can be achieved. In addition, it should be noted that these results can provide a foundation for other researches and researchers. In this research, the researchers sought to identify the important indicators and components of pure talent management with the help of experts (managers of growth centers of Islamic Azad University), who were all members of the academic faculty of the university, in order to attract this talent in growth centers and to a reach a specific pattern. In this work, first, the literature related to the management of pure talent and the experience of other universities were reviewed in the library and the format of the interview questions was prepared and obtained, then among the 145 managers of the growth center, 11 managers who had more experience were selected and the corresponding interview was conducted. Based on their opinions and with the help of the foundation's data method, a pure talent management model was designed in line with the development of Islamic Azad University's growth centers. In this article, the researchers also made suggestions for this issue, a part of which is given below:

- Plans should be developed to determine the content of courses that lead to the strengthening of business skills, and it should be determined how many units and what courses will be offered and in what manner (compulsory and optional).
- In university curriculum planning, it is necessary for undergraduate students to pass two optional units of entrepreneurship education in the first semester, and this process should be followed by holding additional courses in higher semesters, and at the same time, there should be enough time during four years to participate in courses. Entrepreneurship training and especially employment in Islamic Azad University growth centers should be considered.
- The experiences of government and non-government centers of the country should be used to train students for new business.
- The experiences of universities in other countries in the field of entrepreneurship education and the employment of students, especially students of technical fields such as mechanical, electrical, and civil engineering, should be used in growth centers and efforts should be made to hold joint training courses and exchange experiences.
- Making managers and policy makers of Islamic Azad University interested in laying the groundwork for strengthening growth centers. If the policymakers of Islamic Azad University understand the necessity and importance of growth centers, they will provide extensive support for policies to guide talented students to growth centers.
- Reasonable and sufficient financial support should be provided to students who have the necessary talent and who want to present ideas and form the technology core and unit.

Author Contributions

Conceptualization, MH and SL; methodology, MH and MT; software, SL and MT; validation, MH and SL; formal analysis, SL and MT; investigation, MH and MT; resources, MH and SL; data curation, SL and MT; writing—original draft preparation, MH and SL; writing—review and editing, SL and MT; visualization, MH and MT; supervision, MH and MT; project administration, MSLM and MT. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

The authors declare no conflict of interest.

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