

Model of Talent Management with Approach of Branding

Hoda Roham Rad^{1*}, Dr. Soleyman Iranzadeh ² Dr. Hossein Bodaghi Khajeh Noubar ³

- ¹ Department of Business management, East Azarbaijan Science and Research Branch, Islamic Azad University, Tabriz ,Iran
 - ² Associate Professor, Department of Executive management, East Azarbaijan Science and Research Branch, Islamic Azad University, Tabriz ,Iran
- ³ Assistant Professor, Department of Marketing, East Azarbaijan Science and Research Branch, Islamic Azad University, Tabriz ,Iran

ABSTRACT: The main purpose, Model Talent Management is an international trading company that can provide the branding development. The basic problem is that current and future research, What a role model for talent management in order to achieve an international trading company branding is needed and what is there to explain the principles and methods. The population for this study consists LG Service Goldiran. The purpose of this study is among the research and the methodology, Descriptive – analytic. In this study, the two main methods used for data collection. Library and field methods (Delphi) is used. Variables in the final analysis, succession planning, system Bhpvyy, satisfaction, commitment, teamwork development, organizational learning, creativity, branding and other aspects of talent management model in order to identify international business companies offered.

Keywords: talent management, branding, international business corporation.

INTRODUCTION

Talent management is a successful commercially strategy for organizations that its have Imagine of it as a long-term commitment. "Talent management" has emerged as the latest "it" word in the human resource management (HRM) lexicon. The constructs of job satisfaction and organisational commitment have been consistently found to influence employee turnover and have underpinned studies by Tutuncu and Kozak (2007), Robinson and Barron (2007) and Carbery et al. (2003). it can be argued that rapid changes in the global competitive environment mean that more flexible forms of global staffing will be progressively used as alternatives to traditional expatriate assignments (Collings et al., 2007; Mayrhofer et al., 2012). There has been a shift from a commodity-based economy to a knowledge-based economy, in which an increasing proportion of organizational assets are intangible. This knowledge-based economy is generating new structures and new and continuously changing demands and challenges in the world of work (Barnett, 2000; Brown et al., 2003; Sennett, 2006).

Researchers of this stream have a broad view of talent management. Talent management can be distinguished from traditional HRM by being more strategic and future-oriented, as well as in line with the overall corporate strategic goals (Blackman & Kennedy, 2008; Lewis & Heckman, 2006; Schweyer, 2004). The demand and competition for highly skilled labour is intensifying on a global level (Florida, 2005; Frank and Taylor, 2004).

The various aspects of talent management are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward (Heinen and O'Neill, 2004; Scheweyer, 2004). Competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees major priorities for organizations (Fegley, 2006). In order to attract





and retain the best talent anywhere in the world, an organization must have a strong and positive employer brand (Brewster et al., 2005). In addition to helping attract external job candidates and position an organization as an "employer of choice" positive employer brands have been found to help employees internalize the organization's mission, vision and values. More specifically, an employer brand (Dell and Hickey, 2002, p. 24):

Establishes the identify of a company as an employer. It encompasses the firm's values, systems, policies and behaviors toward the objectives of attracting, motivating, and retaining employees. Effective employer branding keeps current and potential employees constantly and actively aware of the company's employee value proposition and the benefits of committing to it. As suggested by Dell and Hickey (2002) above, the development of an employee value proposition is an important component of an employer brand. The employee value proposition makes clear to the employee "what's in it for them" or what extrinsic and intrinsic benefits will they receive in exchange of their labour, both now and in the future. LG Service Goldiran how we can achieve these goals, Intermediary organizations can build their talent management strategy. Employee tracking, Maintenance and upgrade of existing systems support or it can be outsourced to service companies that can reduce IT costs and at the same time enhance its performance implications of doing so. Talent management has become a central component of corporate human resource strategies and has recently gained increasing interest in the area of HRM/HRD research (Berger and Berger, 2003; Burbach and Royle, 2010; Capelli, 2008). However, there is no consensus regarding the definition of talent, and there are no clear conceptual boundaries of talent management (Collings and Mellahi, 2009). In today's rapidly moving, dynamic, uncertain and highly competitive global market, firms worldwide are facing major decisions and challenges in global talent management (Schuler et al., 2011; Scullion et al., 2010; Tarique and Schuler, 2010).

Key decision makers in many large organizations and MNEs are increasingly concerned with the retention and motivation of these knowledge workers, which has emerged as a key talent management challenge for many organizations (Johnson et al., 2005; Beechler and Woodward, 2009; Vaiman, 2010; Sparrow, 2012). Providing a critical review of the talent management literature, Lewis and Heckman (2006) raised significant concerns about both the lack of common definition and the lack of evidence underpinning its practice. Lewis and Heckman (2006, p. 139) conducted an extensive and critical review of the talent management literature both in the professional and academic press and found a "disturbing lack of clarity" concerning its definition.

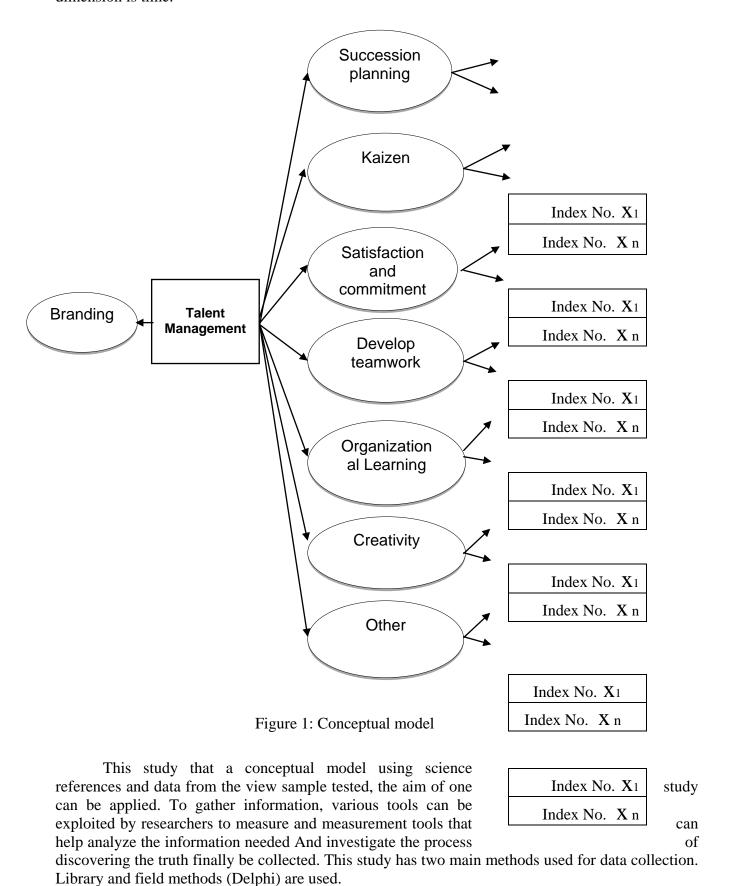
This perspective was reflected in a recent Conference Board report in which talent was defined as "individuals who have the capability to make a significant difference to the current and future performance of the company" (Morton, 2004, p. 6). plus the strategic orientation they ultimately suggest, is a sense of urgency that is associated with the "war for talent", a phrase first coined in a 1998research report by McKinsey Consultants (Chambers, 1998). Recruitment and retention have long been identified as one of the hospitality and tourism industry's biggest challenges (Powell and Wood, 1999). This relatively recent emphasis on talent management represents a paradigm shift from more traditional human resource related sources of competitive advantage literature such as those that focus on organizational elites, including upper echelon literature (Hambrick and Mason, 1984; Miller, Burke and Glick, 1998)

MATERIALS AND METHODS

The main purpose: Design the model of Talent Management is an international trading company that can provide the branding development Secondary objectives of the study: Determining dimensions, components and parameters, model talent management companies in the international trade Case Study: Company Goldiran LG Communication between aspects, components, and indicators of the international company's talent management business model Case Study: Company Goldiran LG Variables of Research: Succession planning, satisfaction,



commitment, teamwork development, organizational learning, creativity, branding and the other dimension is time.





RESULTS AND DISCUSSION

To fit the data from the Delphi method, Business Excellence Model and the Friedman test is used. In this research, expert opinion about the Dimension, Components and parameters of the model from the Experts, The final consensus is achieved. Also for measuring the dimensions of the logical relations between, Model of variable and components used from the method used Spearman. a) Main research question:

- What is the Model Talent Management in International Trading companies that can provide the branding?
- What are the dimensions of talent management model approach, and the variable component?
- How is Logical relationship among dimensions, and variable components of talent management model approach to branding?

b) Secondary research questions:

- The first question the following sub questions are conceivable. What is dimensions, factors and variables related to succession planning?
- What is dimensions, components and variables of the system Kaizen?
- What is dimensions, components and variables related to satisfaction and commitment mean?
- What is dimensions, components and variables related to the development of teamwork?
- What is dimensions, components and variables related to organizational learning?
- What is dimensions, components and variables related to creativity?
 What is dimensions, components and variables related to branding?
- What is dimensions, variables and other components? Approximate prediction research achievements will be as follows:

Ideas for succession planning Ideas for Growth Aligning talent management and increase return on equity. The large and elegant as a continuous process that systematically fail to recognize, Assessment, Development and maintenance of an organization's ability to achieve its business objectives and future, Be defined. In other words, Talent management means that the right people with the right skills at the right time in the right place. In general, each concept is explained by the need to define. Many of the concepts in the different experts have different interpretations. Since each researcher according to his frame of mind to look at the concept, Multiplicity of definitions and interpretations are natural and unavoidable. The brand is included various interpretations of the concepts, It has to be noted in this study, the most prominent definitions. This model is designed to explain, International Trading Company is a public interest. The research was carried out in the company of LG Goldiran, however, recently many research papers have been, But the model has not led branding approach to talent management. Thus, "Recognition and Presentation of the model by considering the place branding" is the study of innovation. Running accomplishments:

- Increasing the productivity of human resources
- Succession planning and talent management, organizational
- Meritocracy
- Develop teamwork
- Achieving the principles of delegation
- Develop level of creativity
- Develop level of commitment
- Increase the level of satisfaction

RESOURCES



- Barnett, R. 2000. "Supercomplexity and the curriculum", Studies in Higher Education, Vol. 25 No. 3, pp. 255-65.
- Beechler, S. and Woodward, I.C. 2009. "The global 'war for talent'", Journal of International Management, Vol. 15 No. 3, pp. 273-85.
- Berger, L.A. and Berger, D.R. 2003. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People, McGraw-Hill Professional, New York, NY.
- Blackman, D., & Kennedy, M. 2008. Talent management: Developing or preventing knowledge and capability. Conference proceedings of the organizational learning, knowledge, and capabilities conference (OLKC 3) Retrieved 25th May 2008 from http://www2.warwick.ac.uk/fac/soc/wbs/conf/olkc/archive/olkc3/papers/ contribution113.pdf.
 - Brewster, C., Sparrow, P. and Harris, H. 2005. "Towards a new model of globalizing HRM",
- Brown, P., Hesketh, A. and Williams, S. 2003. "Employability in a knowledge-driven economy", Journal of Education and Work, Vol. 16 No. 2, pp. 107-26.
- Burbach, R. and Royle, T. 2010. "Talent on demand? Talent management in the German and Irish subsidiaries of a US multinational corporation", Personnel Review, Vol. 39 No. 4, pp. 414-31.
- Capelli, P. 2008. Talent on Demand: Managing Talent in an Age of Uncertainty, Harvard Business Press, Boston, MA.
 - Chambers, E. 1998. "The war for talent", The McKinsey Quarterly, Vol. 1.
- Collings, D.G. and Mellahi, K. 2009. "Strategic talent management: a review and research agenda", Human Resource Management Review, Vol. 19 No. 4, pp. 304-13.
- Collings, D.G., Scullion, H. and Morley, M. 2007. "Changing patterns of global staffing in the multinational enterprise: challenges to the conventional expatriate assignment", Journal of World Business, Vol. 42 No. 2, pp. 198-213.
- Dell, D. and Hickey, J. 2002. Sustaining the Talent Quest: Getting and Keeping the Best People in Volatile Times, Research Report 1318, the Conference Board.
 - Fegley, S. 2006. Talent Management Survey Report, SHRM Research, Alexandria, VA.
 - Florida, R. 2005. The Flight of the Creative Class, Harper Business, New York, NY.
- Frank, F.D. and Taylor, C.R. 2004. "Talent management: trends that will shape the future", Human Resource Planning, Vol. 27 No. 1, pp. 33-41.
- Hambrick, D. C. and Mason, P.A. 1984. "Upper Echelons: The Organization as a Reflection of Its Top Managers", Academy of Management Review, 9, 193-206.
- Heinen, S.J. and O'Neill, C. 2004. "Managing talent to maximize performance", Employment Relations Today, Vol. 31, p. 2.
 - International Journal of Human Resource Management, Vol. 16, pp. 949-70.
- Johnson, B., Manyika, J. and Lee, L. 2005. "The next revolution in interactions", McKinsey Quarterly, Vol. 4, pp. 20-33.



- Lewis, R. E., & Heckman, R. J. 2006. Talent management: A critical review. Human Resource Management Review, 16: 139–154.
- Lewis, R.E. and Heckman, R.J. 2006. "Talent management: a critical review", Human Resources Management Review, Vol. 16, pp. 139-54.
- Mayrhofer, W., Reichel, A. and Sparrow, P.R. 2012. "Alternative forms of international working", in Stahl, G., Bjorkman, I. and Morris, S. (Eds), Handbook of Research into International HRM, 2nd ed., Edward Elgar, London.
- Miller, C.C., Burke, LM. And Glick, W.H. 1998. "Cognitive diversity among upper-echelon executives: implications for strategic decision processes", Strategic Management Journal, 19, 39-58.
- Morton, L. 2004. Integrated and Integrative Talent Management: A Strategic HR Framework, Research Report R-1345-04-RR, The Conference Board, New York, NY.
- Powell, S. and Wood, E. 1999. "Is recruitment the millennium time bomb for the industry worldwide?", International Journal of Contemporary Hospitality Management, Vol. 11, pp. 138-9.
- Robinson, R. and Barron, P. 2007. "Developing a framework for understanding the impact of deskilling and standardisation on the turnover and attrition of chefs", International Journal of Hospitality Management, Vol. 26, pp. 913-26.
- Scheweyer, A. 2004. Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley, New York, NY.
- Schuler, R.S., Jackson, S.E. and Tarique, I. 2011. "Global talent management and global talent challenges: strategic opportunities for IHRM", Journal of World Business, Vol. 46, pp. 506-16.
- Schweyer, A. 2004. Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning. Hoboken, NJ: Wiley.
- Scullion, H., Collings, D.G. and Caligiuri, P. 2010. "Global talent management", Journal of World Business, Vol. 45 No. 2, pp. 105-8.
 - Sennett, R. 2006. The Culture of the New Capitalism, Yale University Press, New Haven, CT.
- Sparrow, P.R. 2012. "Global knowledge management and international HRM", in Stahl, G., Bjorkman, I. and Morris, S. (Eds), Handbook of Research into International HRM, 2nd ed., Edward Elgar, London.
- Tarique, I. and Schuler, R.S. 2010. "Global talent management: literature review, integrative framework, and suggestions for further research", Journal of World Business, Vol. 45 No. 2, pp. 122-33.
- Tutuncu, O. and Kozak, M. 2007. "An investigation of factors affecting job satisfaction", International Journal of Hospitality & Tourism Administration, Vol. 8 No. 1, pp. 1-19.
- Vaiman, V. 2010. "Managing talent of non-traditional knowledge workers opportunities, challenges, and trends", in Vaiman, V. (Ed.), Talent Management of Knowledge Employees: Embracing Non-traditional Workforce, Palgrave Macmillan, Basingstoke, pp. 1-22.