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THE EXAMINATION OF RELATIONSHIP BETWEEN TALENT MANAGEMENT AND JOB ATTITUDES REGARDING THE MEDIATING ROLE OF PSYCHOLOGICAL CONTRACTS

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ABSTRACT

The purpose of this study is to make a review ofthe relationship between talent management and job attitudes according to the mediating role of psychological contracts.Therefore, three standard questionnaires were designedand distributed among110 employees of Noor bank in district 11. The exploratory factoranalysis, KMO index and Bartlett's test wereused to assess the validity of questionnaires and at the end it wasfully approved in all cases. Besides, the Cronbach's alpha was usedfor measuring the reliability of questionnaires and it was approved as well. The talent management questionnaire consists of 28 questions with 9 sub-components,the job attitude questionnaire consists of 61 questions with 11 sub–components and the psychological contract questionnaire consists of 8 questions. Moreover, thesoftware SPSS was used for hypotheses analysis of study. The results show that there is a significant relationship between:Talent management and Psychological contracts Talent management and Job attitudes, Psychological contracts and Job attitudes

Keywords: Talent management, Job attitudes, Psychological contracts, Noor bank, District 11

INTRODUCTION

The challenge for the future business world is to gain vital organization knowledge along with valuable human resources producing such knowledge (Khalvandi and Abbaspour,

2013 , 104). In fact, talent management is “a secret weapon in the global war for talent gain” (Michaels, Axelrod and Handfield, 2001). Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they must manage the talent as a critical resource to achieve the best possible results (Sweem, 2009). Talent management is not a task that can be accomplished only by attracting talented people, but also attractingtalent is to drive the effort in the talent management process. High salary and fringe benefits cannotbe useful alone. Talented people tend to be a part of an acceptable organization, indeed the organization that always thrills them and creates flexible work environment.This way, it is expected that the employees try to get fully involved in organizational activities. On the one hand, the job attitude of staff in an organization is associated with the customer perception towards the organization. Such job attitude is the result of positive conceptionof society’s customers towards an organization (Taleghani et al., 2012, 97).

Job and organizational attitude is an individual’s perception towardshis or her organization and job which arises from factors such as the nature of job andorganization, the human resources as well as the organizational, individual and environmental factors (Azimi et al., 2011, 170).

Nowadays,there are many managerswho agree that the competitive advantage of organizations depends on human capital and employees who get involved in their job and consider theachieving organizational goals aligned with their individual goals to let the organization be able to act in a competitive global business environment (Erturk , 2010). On the other hand, one of the factors affecting positive attitude of employees’ job, is the psychological contractbetween the individuals and organizations. Indeed, the psychological contract places emphasis on understanding and managing the organizational behavior and states the rules and standards between staff and its organization.

Stating the problem

The challenge for the future business world is to gain vital organization knowledge along with valuable human resources producing such knowledge (Khalvandi and Abbaspour, 2013 , 104). In fact, talent management is “a secret weapon in the global war for talent gain” (Michaels, Axelrod and Handfield, 2001). Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they

must manage the talent as a critical resource to achieve the best possible results (Sweem, 2009). Talent management is not a task that can be accomplished only by attracting talented people, but also attracting talent is to drive the effort in the talent management process. High salary and fringe benefits cannot be useful alone (Khalvandi and Abbaspour , 2013 , 104). Talented people tend to be a part of an acceptable organization, indeed the organization that always thrills them and creates flexible work environment. This way, it is expected that the employees try to get fully involved in organizational activities.Accordingly, the companies across the world are involved in competition with others because of having access tothe talents (Haj Karimi and Hosseini ,2010 , 52). Companies should have along term strategy of recognizing the talented people,necessary training and maintaining the valuable human resources (Mackeli and Walkfield , 2006 , 6-4).

The important point is that applyingtalent management is not a 3-month or one–year process but requires the use of a systematic planning process.In some cases, itmakes a favorable job attitude and in some others, it can be accompanied with the negative attitude of staff. When someone is in the hire of an organization, he or she must accept allthe relevant terms and conditions. Some managers extremely believe that the financial rewardsare important to enhance the employee motivation and job satisfaction (Danaeifard and Panahi, 2010, 3). Maybe, they supposetheir staff to be their subordinates who must obey them. Although, today since the employees are experiencing extreme financial stress, they pay more attention to the economical issues relevant to their jobs, but they gradually get interested in doing meaningful things and also they want to have more job independence in order to feel valuable and precious (Danaeifard and Panahi, 2010). In fact, human resources spend amajor part of their life working for the organizations,normally; paying attention to the physical, mental and social health is of great importance (moshabaki,2001).

Reviewing the staff attitudes in different organizations has been taken into consideration over the past few decades by researchers and experts ofthe Organizational Behavior and Human Resource managementfor having a considerable effecton organizational behavior improvement (Soroush ,2001). Basically,each organization is always planning to know the job attitude of its staff and if these attitudes are expressed in a distinctive way, organizations can get useful

information for the human resource management system (Bozorgzadeh, 1988). On the one hand, one of the effective factors on job attitudes is psychological contract which makes the organization findcommitted employees even through lower costs (Kaffash-pour et al., 2012, 66). This concept was introduced by Argyris in 1960 so that before the 1990s, it had not been paid much attention. In 1965, Schein put emphasis on the importance of psychological contract concept in understanding and managing the organizational behavior. So, the theory of psychological contract can be considered to understand theemployees' job attitudes. What is quite clear in previous researches is that no one has already reviewed the relationship between talent management and job attitudes. So:

In this study, we aim to examine the relationship between talent management and job attitudes regarding the mediating role of psychological contract. Thus, the main questions of the study are introduced in the manner stated below:

- What is the relationship between talent management and job attitudes?
- What's the role of mediating variable of psychological contracts?

Purposes of research

The main objective:

1. Examining the relationship between talent management and job attitudes
2. Examining the mediating role of psychological contracts along with the relationship between talent management and job attitudes

The secondary objectives:

1. Examining the relationship between talent management and psychological contracts
2. Examining the relationship between psychological contracts and job attitudes
3. Determining the factors affecting on talent management
4. Determining the factors affecting on employees' job attitudes
5. Determining the factors affecting on psychological contracts

THEORETICAL PRINCIPLES

Talent management

Talent management is defined as facilitating and developing the career path of highly talented and skilled people in the organization usingthe written instructions, resources, policies and processes (Guy et al., 2009: 37).

The talent management or in other words, the management of talent identificationis defined as an investment system of staff development, succession planning and

identifying talented people in an organization and then making them prepared to play various leadership roles (Guy et al., 2009: 28).

Louise and Hackman (2006) considered three basic conceptions for the term talent management according to the definitions of writers and scholars in the area of human resource management.

In the first conception, talent management is defined as a collection of typical human resource department practices such as recruitment, selection, training and development. From this perspective, they argue that talent management may be a little more than a fashionable word or a euphemism for human resource management. They mentioned that the talent management is a systematic way for performing tasks related to the human resource management, not in the traditional way, but also by taking a broader look and more accurate performance through using new technologies such as the internet and related software with the aim of implementation at all organizational levels (Sayadi et al., 2011 , 83).

The second conception focuses on the flow of human resources throughout the organization based on the factors such as workforce skills, supply and demand, and the growth or erosion of the workforce. From this perspective, talent management is more or less synonymous with human resource or workforce planning.

And the third conception focuses on talented individuals in terms of performances and potentials. People with high potentials are more taken into consideration when using the workforce in organizations and the organization tries to attract them to a greater extent (Guy et al., 2009, 23).

The talent management can also be defined as all the activities and processes related to the key positions leading to a lasting competitive advantage for the organization and make the high potential workforce development (Guy et al., 2009, 24).

Table 1 summarizes the various definitions of talent management that each one reflects a particular point of view:

Table 1: summary oftalent management definitions (Khalvandi and Abbaspour, 2013, 104)

focus	definition	researchers
The key positions	Talent management is a strategic management that systematically identifies the keypositionsin an organization which are considered asthe secret of its sustainability and competitive advantage. Developing the organization talent pool to fill such key positions is one of the main responsibilities of this management.	(Collings& Mellahi, 2009)
Talent development	Talent Management is a positive and beneficial act for the best people in their jobs and is aninvestment for their growth. Also, it helps to flourish the potential talents and benefits people aswell as helping them to improve their strengths and eliminate weaknesses.	(Hirsh, 2008)
Talent identification and development	- Talent management is used as a tool to improve the recruitment process anddevelopment of people with the skills and abilities needed to meet the current needs of an organization. -Talent management suggests a process in whichthe organizations identify and manage peoplefor the present and future, and then develop and elevate them in this way.	(Bhatnagar, 2007) (CIPD, 2006b)
Management of talented people through human resource managementfunctions.	- Talent management has 5 dimensions including attracting, identifying, developing,implementing and getting involved that all help to manage the talented employees. -It is referred to as the collection of activities that the employer does to hire, train, develop and totallymanage those employees who are involved in important executive positions in an organization. -Talent management is based on coordinating and integrating activities of talentidentification, attraction, development, retention and successionplanning as well as changing the organizational culture aligned with the talentmanagement and talent assessment approaches.	Uren, 2007 Cappelli, 2004 Rothwell, 2002
Succession planning	Talent management is considered as a systematic process that eliminates the gaps between currenthuman capital and leadership talents that are needed by the organization for responding to the future challenges.	(Wellins, Smith, & Rogers, 2006)
(Duttagupta, 2005) (Williams, 2000)	Talent management is a strategic management of current talent flow in the organization toensure that the right people, in the right positions and at the right time are involved in the proper jobs aligned with the organizational strategic objectives.	Strategic talent management

The talent management formation process is shown as follows:

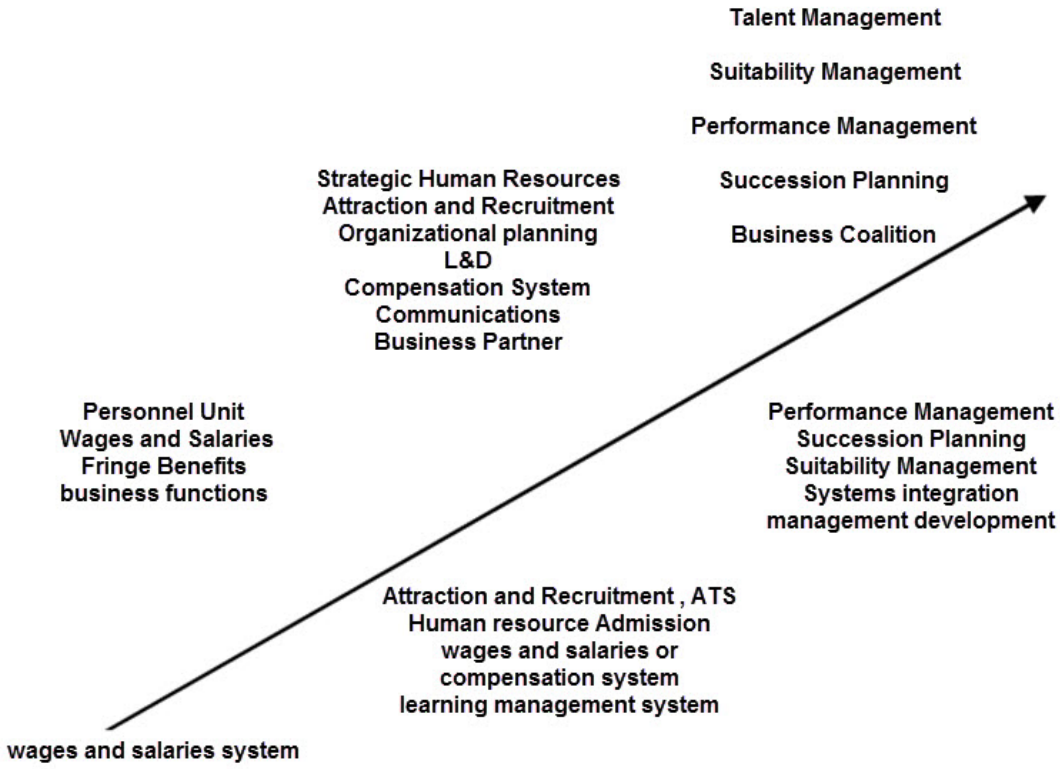


Fig 1:The process of talent management formation (HajiKarimi and Hosseyni, 2010, 53)

Talent management models

Due to the lack of talent management implementation entirely in public organizations, the various talent management models are shown in the table below:

Table 2 – Reviewing the various talent management models

Model/ date	Underlying factors	Relations with the private/public sector	Key variables arising from talent management
Bank of America model (2008)	**Strategies and needs of the organization**	**private**	**Placement in the key positions , supporting , developing and elevating, Performance management**
TQTM model	**Strengths and weaknesses of the organization**	**Private/public**	**talented people , placing them in suitable positions and succession planning**
Talent on Demand(2010)	**Strategy and business objectives of the organization**	**private**	**Performance management , workforce planning , partner relationship management , selection , succession , training and development , strategy or career path development , services and benefits**
Maricopa (2010)	**Perspectives,**	**private**	**Grooming high-potentials ,**

	missions, values and attitudes of Board of Trustees		**Retaining Talent, Recruiting Talent, Selecting Talent**
Technologies (2008)	**Philosophy , strategy and methodology of organization and individual development plan**	**private**	**Business strategy, succession planning , talent courses , comprehensive staff development , coaching**
Creative Metrics(2008)	**Designing , developing and implementing outstanding solutions**	**private**	**Coaching , leadership development , change in work environments, performance management**
Jasper Associates (2009)	**Business strategy**	**private**	**Succession planning , business strategy , specific business goals Gap analysis**
The Lore Talent Management Maturity Model	**Business needs and relevant strategy**	**private**	**Identification, Integration , Performance Management , Retaining talented people and employee turnover system**

Psychological contracts

Psychological contract has been taken into consideration for a long time by researches in various areas such as psychology, sociology and industrial relations. Chris Argyris was the first person who introduced this concept in trying to makethe unwritten expectations identical between an organization staff and its managers (Koskina, 2011). The primary definitions of psychological contract focused on beliefs and expectations (Levinson et al., 1962; Schien , 1965 ; Cutler , 1973). While recent definitions place emphasis on beliefs associated with the promises and obligations (Rousseau, 1989 – 1955; Morrison and Robinson, 1997; Heriot and Pemberton, 1997). Before the Rousseau's definition (1989),theSchien's definition (1965) of psychological contract which is presented as follows, had been used as a key reference in the psychological contract researches:

"The psychological contract is defined as the mutual beliefs, perceptions, and obligations such as duration of contract and the conditions between an employer and an employee. And it can be possible if one of the parties believes that a promise has been made and some steps have been taken in this way, so there has been an obligation to hold future promises made or accepted between themselves and another." A psychological contract represents the beliefs and expectations of an employee concerning the mutual obligations between him/her and his/heremployer (Parks &Kidder,1994;Roehling&Boswell, 2004; Rousseau, 1989)

These beliefs are based on employees' expectations regarding their own obligations of what they owe the organization and what the organization will provide for them in return. Rousseau's definition (1989) of the psychological contract includes two key concepts: First, the psychological contract takes place at the individual level; secondly, since it involves beliefs, so it can be considered as a subjective phenomenon in the sight of the viewers.

Two distinct types of psychological contracts have beenidentified (Rousseau, 1990): transactional and relationalcontracts.The transactional contract focuses on economics terms with explicit performance criteria,whereas the relational contract concerns the exchange of personal, socio-emotional, and value-based considerations.

Shapiro and Kessler (1998) argued that employees who place more emphasis on their relational obligations towards their employer do a better job of fulfilling their commitment compared to those withtransactional obligations.In addition, there are two underlying theories in respect to the psychological contract: Norm of Reciprocity Theory (Gouldner , 1960) and Social Exchange Theory (Blau , 1964). These two theories along with the two-part classification of psychological contractprovide an integrated perspective for examining the motivational mechanisms underlying the trustworthy behavior such as the sharing of knowledge in the organization.

Job attitudes

As human resources spend a major part of their life working for the organizations, normally, paying attention to the physical, mental and social health is of great importance (Moshabaki , 2001). Reviewing the attitudes of employees and various organizations has been taken into consideration over the past few decades by researchers and experts in management of organizational behavior and human behavior as well due to significant results that can be effective on improving organizational behavior (Soroush ,2002). Basically, every organization is always planning to know the employees' job attitudes and if these attitudes are expressed in a distinctive way, the organizations can achieve useful information for human resource management (Bozorgzadeh , 1988).

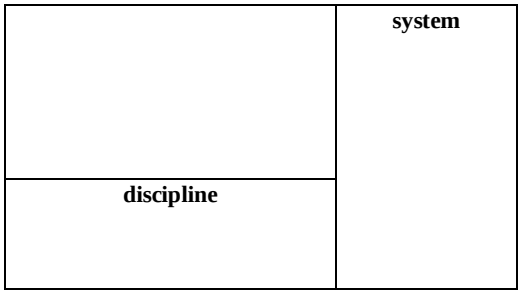
Theoretical framework

According to review the past theoretical literature of this study, the talent management is considered regarding the questionnaire ofMr. Ahmadiand his colleagues (2012) in four areas of talent

attraction, talent identification, talent training and development and talent retention:

Table 3 – dimensions of talent management in the conceptual model

dimensions	conception
recruitment	Talent attraction system
selection	
placement	
Performance management	Talent identification and assessment system
Assessment centers	
Training and development plans	Development plans and training system
Career management	
Compensation system	Talent retention



The accurate and comprehensive questionnaires on job attitudes belonged to Mr. Azimiand his colleagues (2011) are used in three major items including 61 questions according to the following table:

Table 4 – Dimensions of job attitudes in the conceptual model

subset	item
Job dependence	The nature of careers and organizations
Organizational dependence	
proportional relationship between an employee and his/her job	
Designing jobs	
colleagues	Human resources
Managers and superiors	
Workload and environmental stress	Environmental and organizational factors
Physical work conditions	
Salaries and fringe benefits	
Training , assessment and development plans	
Balancing home life and careers	

The questionnaire of Mr. Moghimi and Mr. Ramezan(2011)including 8 questions is used for the third issue that is the psychological contracts:

METHODOLOGY

According to the nature of this research, the method used in the study is considered as the descriptive- survey type.It is descriptive,because it describes and interprets what it isand it puts consideration into current relations and conditions, common beliefs, current processes, evident trends and also growing procedures(ibid). So, doing such researches can only help to better understand the current situation or to help the decision making process (Sarmadet al., 2005, 82).Moreover,this survey study is a cross-sectional survey. It is survey, because it examines the feature distribution of a statistical society and it is cross –

sectional, since it is done through sampling of society for data gathering on one trait or more at a period of time (ibid)

On the aspect of objectives, it is considered as an applied research and its purpose is to develop applied knowledge in a particular area and to gain necessary knowledge for determining the means by which a need is identified and met and of course the goal is to discover the new knowledge that follows a certain applicationabout a process in a reality (Khaki, 2008, 94). The population considered for this research is all the staff of Noor bank in district 11 ofGolestan and Semnan including 110 people. In this study, the content validity has been considered using exploratory factor analysis.

Table 5 – Validity of the research questionnaires

Psychological contracts	
Bartlett's test	**KMO index**
0.000	**0.91**
Job attitudes	
Bartlett's test	**KMO index**
0.000	**0.79**
Talent management	
Bartlett's test	**KMO index**
0.000	**0.92**

According to table-5, the validity is approved in all questionnaires. As it mentioned before, in this study after gathering the data from the initial sample, the data is entered into the SPSS 19 and then the Cronbach's alpha coefficient is calculated. All the results are shown in table 3-3:

Table 6 – Reliability coefficients of research

Alpha coefficient	components
0.88	**Psychological contracts**
0.95	**Job attitudes**
0.97	**Talent management**

In all three questionnaires, the reliability is greatly approved.

Data analysis

Descriptive statistics or in other words, demographic data of respondents to the research questions is evaluated in four parts:

Table 7 – Demographic data of respondents

Frequency percent	Frequency	Gender
66.4	**73**	**Men**
33.6	**37**	**Women**
Frequency percent	**Frequency**	**Education**
17.3	**19**	**High school diploma and below**
12.7	**14**	**Associate Degree** ***(Fogh-e-Diplom* or *Kārdāni)***
57.3	**63**	**Bachelor degree**
12.7	**14**	**Master degree**

Frequency percent	Frequency	Age
33.6	37	Under 30 years
51.8	57	30 to 40 years
4.5	5	40 to 50 years
10	11	Over 50 years
Frequency percent	**Frequency**	**Job experience**
45.5	50	Under 5 years
37.3	41	5 to 10 years
13.6	15	10 to 15 years
0	0	15 to 20 years
3.6	4	Over 20 years

According to the table7 , men have the highest frequency from the gender aspect. And also the highest frequency in this group belongs to bachelor's degree holders. According to the age, the highest frequency belongs to the respondents aged 30 to 40.And from the aspect of job experience, the highest frequency belongs to those having less than 5 years of experience.

Testing normality of data distribution

The KS test is used for assessing the normality of distribution. Statistical hypothesis is as follows:

Statistical hypothesis

H0: The distribution is normal.

H1: The distribution is not normal.

Table 8 - The results of KS test

Test result	sig	Main variable
normal	0.243	Psychological contracts
normal	0.488	Job attitudes
normal	0.229	Talent management

According to the table 8, the results for all three items are approved, in other words, the data distribution is normal and parametric tests should be used to analyze the hypotheses.

The main hypothesis analysis

The Pearson correlation is used to analyze the main hypothesis regarding the parametric statistics.

Hypothesis:

H0: There is no significant relationship between talent management and job attitudes

H1: There is a significant relationship between talent management and job attitudes.

The results are as follows:

Table 9 – Correlation analysis of the main hypothesis

Talent management	Job attitudes	Pearson correlation	sig	Number of data points
		0.522	0.000	110

The results of table 9 show that the sig amount is less than 0.05, and it rejects the null hypothesis and the opposite part is accepted. Therefore, there is a significant relationship between the talent management and job attitudes of Noor bank in distinct 11.

The secondary hypothesis analysis

The Pearson correlation is used to analyze the first secondary hypothesis regarding the parametric statistics.

The first hypothesis:

H0: There is no significant relationship between talent management and psychological contracts

H1: There is a significant relationship between talent management and psychological contracts

The results are as follows:

Table 10 - Correlation analysis of the first secondary hypothesis

Talent management	Psychological contracts	Pearson correlation	sig	Number of data points
		0.674	0.000	110

The results of table 10 show that the sig amount is less than 0.05, and it rejects the null hypothesis and the opposite part is accepted. Therefore, there is a significant relationship between the talent management and psychological contracts of Noor bank in distinct 11.

The Pearson correlation is used to analyze the second secondary hypothesis regarding the parametric statistics.

The second hypothesis:

H0: There is no significant relationship between psychological contracts and job attitudes

H1: There is a significant relationship between psychological contracts and job attitudes

The results are as follows:

Table 11- Correlation analysis of the second secondary hypothesis

Job attitudes	Psychological contracts	Pearson correlation	sig	Number of data points
		0.722	0.000	110

The results of table 11 show that the sig amount is less than 0.05, and it rejects the null hypothesis and the opposite part is accepted. Therefore, there is a significant relationship between the job attitudes and the psychological contracts of Noor bank in distinct 11.

CONCLUSIONS AND RECOMMENDATIONS

The obtained results of the studyare according to many studies by other researchers. Although, there hasn't been any model like the one stated here as a model with three main components. The results related to the talent management and parameters considered by researcher in this study,are exactly similar to what achieved from Abbas pour and Khalvandi'sin their researches. The results of the quantitative data revealed thatthere are significant gaps between all the components of talent management and some of them have a considerable impact on the organization. Hosseini (1391) concluded that recruitment and filling key positions is one of the effective components in talent management.

In TQTM model which is used in public and private organizations, succession planning and proper placements are considered as one of the basic components. In 2008, the technology suggests that one of the essential components in talent management is the recruitment development. A survey related to the managers' role in talent management on executives of 20 big international companies in 2006 showed that they spend about 20 to 40 percent of their time on recruitment and talent management process. Philips and Roper (2009) designed a model for the rail industry of Step which one of itskey indicators was human resource maintenance and development. Also, Swim (2009) consideredthe Employee Development as one of the main components of his model. From the point of Davis and Davis (2010), paying attention to training programs and coaching fortalented employees underliethe environment in which the talented people development and hidden talent blooming and growing is possible (Ereiqat et al., 2010).

There hasn't been any particular model related to other indicators and the significant relationship between the components.

Due to the significant relationship between talent management and job attitudes and also between talent management and psychological contracts in Noorbank, so,some points are suggested as follows:

1. It is recommended that the organizations establishtalent identification process by using the right sourcing approaches (internal /

external) to detect and identify thegaps between the current and future talent needs of theorganization, and then, all kinds of talents and competency required to implement the company's business strategy should be determined and storage capacity is formed byidentifying needed talented people in the company.

2. According to the need for attracting the talented human resource in management sectors, it is recommended that the Noor bank look for the talented people with high skills and required management capabilities to make the suitable job attitudes in the workplace.

3. It is recommended that a variety of flexible indicators be used such as fluency in foreign languages, asking professional questions in foreign Languages, qualified and on time work deliveries and applying strategies such as training interviewers to have positive attitudes and possibility of right agreements among employees.

4. It is suggested that in order to use the tacit knowledge of talented people, the way for the participation of them, especially minded young employees in the professional fields be prepared.

5. It is suggested that a special development process be formed for the talented people and designing and implementing talent development plans should be done through final polling to fit the plans to individual and career needs ofeach person. It makes the win- win contracts between bank and its employees.

6. It is suggested that in order to assess the development plans by experts, learners attend the certain subsequent courses. This way, the trained objects will not be left just as the mental deposits after finishing the training periods.

7. In order to avoidimposing personal opinions, it is recommended that for assessing capabilities adapted to the jobs,the general procedures be stopped and the procedures and standards be designed and developed by the relevant authorities based on three criteria including strategic orientation of the organization, features of talented people and organizational requirements.

8. It is recommended that the job conditions be described in detail through job designing system and the conditions of attaining positions specially the management positions at higher levels should be specified in an accurate way.

9. It is suggested that a variety of non-monetary compensation systems be used such as scholarships, providing places of residence both at home and abroad for leisure, incentive leaves, vouchers of certain brands, scholarships for privileged children of talented staff and so on.

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