




# Comparison of Current Status of Talent Management with Favorable Status in Medical Libraries

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## Abstract

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**Introduction:** Lack of talent management in any organization makes talented employees unwilling to create new values and strategies. Therefore, this research aimed to identify and compare the current and favorable status of talent management in libraries of selected medical sciences universities of Tehran city.

**Methods:** This descriptive-analytical research was conducted by the survey method. The study population included 130 librarians working in central and faculty libraries in the medical sciences universities of Tehran city. The data collection tool was William J. Rothwell's questionnaire. Friedman test was used to compare and rank the components and Wilcoxon test used to compare the current and favorable status.

**Results:** The findings showed that each of the current statuses of seven components of librarians' talent management is in the range of 2.34 - 3.66 at a relatively favorable level. The "Assessing personal performance" has gained the first rank in the current status of talent management components. Each of the seven components of librarians' talent management is in the range of 3.67-5 at a favorable level. The mean of current and favorable status is 2.801 and 4.272, respectively. There is a significant difference between the current and favorable status of talent management from the viewpoint of librarians ( $p$ -value<0.001).

**Conclusion:** The current status of talent management has a gap with its favorable status. Library managers are recommended, to bridge this gap, to identify talents and seek to recruit, develop, educate, and maintain them, as well as educating talented individuals to learn specialized skills.

## Introduction

In today's world, the environment of organizations has become a complicated, dynamic, and highly competitive concomitant. Recruiting talented people and managing their talents in line with organizational goals is essential for accomplishment and subsistence in the competition scene. Talent management means strategic management of talent flow in an organization that ensures the optimal provision of talents to match the right people with suitable occupations at the right time based on the organization's strategic goals (1). Talent management involves all human resources processes, and affairs and technology management, which generally denotes exploration, discovery,

selection, preservation, development and optimization, employment, and reconstruction of the workforce (2). Lack of talent management makes talented employees unwilling to create new values and strategies. The most crucial principle in talent management is that the managers of the organization have a coaching style. In this situation, the organization's talents can find their solutions, develop their skills, refine and change their behaviors, change their attitudes, and gain their treasure trove of wisdom (3).

In today's competitive environment, recruiting and retaining talents has become difficult, and the emphasis of organizations



has placed on employing the right people to suitable jobs at the proper time due to transition from an industrial age to intellectual capital age. Many experts call this era the age of knowledge workers. At present, companies compete based on their employees' skills and talents and realize that they can achieve their favorable position by inviting and retaining the best and most talented staff (4).

Academic libraries play a facilitating role in educational and research processes, providing services to the academic community according to a formulated comprehensive plan. Therefore, talent management is essential to recognize capabilities, training talented and intelligent human resources, enhance employee skills, and optimizing the continuity of academic library activities (5). Modern libraries need a creative, flexible, and responsive staff. Detection, recruitment, and maintenance of these staff have become much more complicated than before, and libraries that cannot match their human resources management with current norms will be doomed to failure (6).

Specialist human resources are the main element for the success and development of libraries. Human resources integrate other developmental ends and coordinate them to achieve developmental goals (7). Therefore, it is necessary to know more about the challenges and issues of human resource development and plan to promote its status. By employing talent management, libraries can fill the organizational positions with competent individuals who are reliable in terms of their commitment in the future.

The present study aims to identify and compare the current and favorable talent management status in libraries of selected medical sciences universities of Tehran city using Rothwell model, which is a talent management model examining seven talent management components as follows:

1) Creating commitment to institute talent management: Talent management should be related to long-term strategic organizational goals.

2) Assessing current work requirements: Authorities should assess the current work requirements in central areas and elucidate the exact place of management positions in the organization.

3) Individual performance evaluation: this is the process of measuring individual function within the framework of scientific principles and concepts of management to realize organizational goals and tasks.

4) Assessing future work requirements: Managers should identify key future positions and determine future job requirements if they are useful in preparing people to assume critical roles.

5) Individual talent assessment: The central part of most talent management programs, indicating methods by which individual talents appraised. It is an attempt aimed at determining the optimal approach to make use of human resources in the organization.

6) Filling the educational gap: A systematic comparison between the current capabilities of individuals and their future capabilities. This approach should fill the gaps and provide a clear blueprint to prepare people for a job promotion.

7) Assessment of talent management and succession planning: This component deals with an overall analysis of the previous six components. (8)

The number of works published in the field of talent management in different organizations has increased over the

past years, but there is only a small body of literature that has focused on talent management in libraries. Gholam Hossein Pooranvari et al. in research with the aim of a systematic approach to talent management in universities and its impact on community and organization concluded that talent management could be a critical factor in individual, organizational, economic, and social development of societies in the third millennium to win global competitive advantage for the mentioned community. (9). Gholipor and Eftekhar conducted a study to present a talent management model by the primary theory method. The most important results of this research are the dynamics of multiple talent management processes and their placement from spectrum the most unfavorable to the most favorable (10). Sam Can findings indicated there is a significant difference between the current statuses of the National Iranian Oil Refining & Distribution Company (NIORDC) preparedness to implement succession planning with favorable status (11). Ismaeel Al Nsour et al. concluded that there is a moderate level of talent management in various bank activities. They recommended decision-makers to consider the role of talent management in enhancing competitive advantage by focusing on developing, deploying, retaining, and recruiting talents (12). Hariri and Tabrizi researched to examine talent and succession planning management in libraries. The results showed that there was a significant difference between the current and favorable status of libraries in the implementation of all seven components of talent management and succession planning (3). Routledge et al. showed that talent management had an impact on all levels of the library. Competence-based talent management faced several problems, needed more time and attention as a new priority. Abilities of potential staff could be useful for their recruitment and hiring (13). Ramos et al. showed a large gap between the perception and practice of succession planning in academic libraries (14). Clarke and Scurry conducted a study to present the psychological contract role in shaping graduate experiences as a study of public sector talent management programs in the UK and Australia. The study's findings emphasized the role of talent management as external factors to the organization, in shaping expectations. (15) Gallardo et al. showed that talent management was an emerging and growing phenomenon that had not yet reached maturity but boosted the organizational function (16). Thiruvassagam findings indicated that recent advances in talent management had a significant impact on workplace interaction, as well as helping to improve workplace engagement in organizations (17).

Schiemann showed that talent optimization was a bridge between the person and business prosperity, dealing with essential results such as high turnover and performance, the higher quality of the productivity, and customer preservation, as well as processes and policies that help enhance talents in the organization (18). Thunnissen et al. indicated that in the last ten years, talent management has come to the fore in scientific literature, and the field of talent management has evolved over the past decades. However, there are a limited number of empirical researches, and talent management literature is burgeoning. Empirical research has shown that talent management should focus on governmental and non-profit organizations or small- and medium-sized enterprises (19).

Due to the importance of talent management and the vacancy of this topic in libraries, this study was conducted to examine talent management in medical science libraries. The libraries of medical sciences universities of Tehran city are of particular



importance in Iran as centers intended for provision and dissemination of specialized information, collection of authentic medical resources, as well as the rapid and timely presentation of medical information. In this regard, this research attempts to specify the current and favorable status of talent management in libraries of selected medical sciences universities of Tehran city from the viewpoint of librarians. The research hypothesizes that there is a significant difference between the current and favorable status of talent management in libraries of the selected medical universities of Tehran city. The results of this research could help managers to identify the potential librarians' talents and provide the basis for their exploitation.

## Methods

This study was an applied, descriptive-analytical conducted, using a survey method. The research population included 130 librarians working in libraries of the following medical sciences universities: Tehran, Iran, and Shahid Beheshti. The universities were selected in line with the academic equivalence and the homogeneity of the affiliated faculty units and the researchers' ability to attend and collect research data. Sampling was the census method, and the data collection tool was William J. Rothwell's questionnaire (8). The questionnaire was designed based on talent management and succession planning (creating commitment, evaluating current work requirements, individual performance appraisal, assessment of future work requirements, individual capacity evaluation, filling training gap, and assessment of talent management and succession planning). The questionnaire consisted of 28 five-choice questions evaluating respondents' opinions in terms of current and favorable status. This questionnaire has been translated into Farsi and localized by Hariri and Tabrizi (3).

To assess the content validity of the questionnaire, the prepared questionnaire to five librarianship and information science sent, as well as information management specialists who had researched management-related areas. After receiving their comments and suggestions, some questions and items corrected. After collecting responses, the Cronbach's alpha coefficient separately calculated for each component of the questionnaire, and the obtained mean value was 0.95. The standard assessment range of Sarmad et al. was used (20) to estimate the desirability of talent management components. The spectrum of this desirability level was constructed based on the maximum and minimum numerical values of the query options. In the present study, the five-point Likert scale has used. If the mean of each component is 1-2.33, 2.34-3.66, 3.67-5, the

condition will evaluate as unfavorable, relatively favorable, and favorable, respectively. To answer the research questions and test the hypotheses, the collected data were coded and graded. Descriptive-analytic statistical methods were used to analyze the data using SPSS software version 23. Friedman test was used for comparing and ranking the components and Wilcoxon test used for comparing the current and favorable status.

## Results

As shown in Table 1, in terms of gender and the distribution of participants in the study, a majority of participants (86.9%) were women. Out of 130 surveyed subjects, 34 (26.2%) with non-librarianship degrees engaged in selected libraries. Among different sections of libraries, the computer section had the lowest number of participants (5.4%), and 74.6% of participants worked at the faculty libraries.

The mean of the current status of talent management is 2.801. As shown in Table 2, all seven components of librarian talent management in current status are in the range of 2.34 - 3.66 on a relatively favorable level. The Friedman test has used to rank the current status of talent management components. Table 2 shows that there is a significant difference between the components ( $P\text{-value}\leq 0.05$ ). So, the ranking of components is significant, with a 95% probability. "Assessing personal performance" and "Evaluating talent management and succession planning" have gained the first and the last rank, respectively.

The mean of favorable status is 4.272. Table 3 indicates the favorable status of talent management components in the research community. Each of the seven components of librarians' talent management is in the range of 3.67-5 at a favorable level. The Friedman test has been used to rank the favorable status of talent management components, and findings show that there is no significant difference between the components ( $P\text{-value}> 0.05$ ) in favorable status. So, the ranking of components is not significant.

Table 4 shows the gap between the current and favorable status of librarian talent management components of selected medical sciences universities' libraries in Tehran. The Wilcoxon test has been used to compare the current and favorable talent management components due to the abnormality of components. The significance level of the Wilcoxon test in all components is  $< 0.05$ . Therefore, the gap between the favorable and current status of talent management variable is significant from the viewpoint of librarians. As a result, the research hypothesis is confirmed. Besides, according to results, the mean of current and favorable status is 2.801 and 4.272, respectively, and the mean of current-status scores is less than the desired status.

Table 1. Frequency distribution of demographic characteristics of research population

Descriptive statistics	Demographic feature													
	Gender		Field of study			Service center					Library type			
	Female	Male	Librarianship	Non-librarianship	Provision	Cataloging	Reference section	Circulation section	Computer section	Management	Other	Central	Faculty	Other
Frequency	113	17	96	34	11	21	11	24	7	19	37	31	97	2
Percentage	86.9	13.1	73.8	26.2	8.5	16.2	8.5	18.5	5.4	14.4	28.5	23.8	74.6	1.6



Table 2. The comparison and ranking of talent management components (Current Status)

Rank	Component	Number	Minimum	Maximum	Mean	SD	P-value
1	Assessing personal performance	130	1	4.5	2.907	0.790	
2	Creating commitment to establish talent management	130	1	5	2.872	0.765	
3	Evaluating current work requirements	130	1	5	2.846	0.907	
4	Evaluating future work requirements	130	1	5	2.820	0.905	<0.001
5	Filling the training vacuum	130	1	5	2.818	0.973	
6	Individual talent appraisal	130	1	5	2.741	0.930	
7	Evaluating talent management and succession planning	130	1	5	2.604	0.893	

Table 3. The comparison and ranking of talent management components (favorable Status)

Component	Number	Minimum	Maximum	Mean	SD	P-value
Filling the training gap	130	1.67	5	4.328	0.688	
Assessment of future work requirements	130	2	5	4.303	0.713	
Assessment of talent management and succession planning	130	2.25	5	4.302	0.688	
Individual talent appraisal	130	2	5	4.274	0.743	0.262
Individual performance evaluation	130	2	5	4.246	0.619	
Assessing current work requirements	130	2	5	4.244	0.661	
Creating commitment to establish talent management	130	2.04	5	4.231	0.636	

Table 4. The comparison of the current and favorable status of talent management components

Component	Status index	Mean	SD	Statistical hypothesis	Statistic	P-value
Creating commitment to establish talent management	Favorable status	4.231	0.636	Favorable status-current status	-9.409	< 0.001
	Current status	2.872	0.765			
Assessing current work requirements	Favorable status	4.244	0.661	Favorable status-current status	-9.236	< 0.001
	Current status	2.846	0.907			
Individual performance evaluation	Favorable status	4.246	0.619	Favorable status-current status	-9.181	< 0.001
	Current status	2.907	0.790			
Evaluation of future work requirements	Favorable status	4.303	0.713	Favorable status-current status	-9.122	< 0.001
	Current status	2.820	0.905			
Individual talent appraisal	Favorable status	4.274	0.743	Favorable status-current status	-9.105	< 0.001
	Current status	2.741	0.930			
Filling the training gap	Favorable status	4.328	0.688	Favorable status-current status	-9.278	< 0.001
	Current status	2.818	0.973			
Assessment of talent management and succession planning	Favorable status	4.203	0.688	Favorable status-current status	-9.490	< 0.001
	Current status	2.604	0.893			



## Discussion

The findings show that there was a significant difference between the current and favorable status in all seven components of talent management so that in all the components, the current status of talent management was lower than favorable status. In the study of Hariri and Tabrizi (3), Sam Can (11), Ramos, et al. (14) also the current status of talent management was lower than favorable status. Furthermore, the results of Gholam Hossein Pooranvari et al. indicated that the current status of individual talent appraisal component was lower than the desired status (9) and Gholipour and Eftekhari's research showed that there was a significant difference between current with favorable status in the component of creating a commitment to the establishment of talent management (10) similar with the results of this research.

Regarding the current talent management status of librarians, each of the seven components of librarians' talent management is at a relatively favorable level. The results of the present study were consistent with the findings of Hariri and Tabrizi (3). Moreover, the results of the Rutledge et al. study showed that the current status of individual performance evaluation is relatively favorable, which is consistent with results of the present research (13). Gallardo's results concerning the components of individual talent assessment and personal performance evaluation showed that these two components are in a relatively favorable status, which was consistent with the results of this research (16).

Based on the results, each of the seven variables related to the favorable status of librarians' talent management was at a favorable level, which was consistent with the findings of Hariri and Tabrizi (3), Sam Can (11) Gholam Hossein Pouranvari et al., (9) Gholipour and Eftekhari (10). This shows that librarians have a good understanding of the optimal state of talent management, and their expectations of talent management are much higher than the current situation.

## Conclusion

Based on the findings of this research, assessment of talent management status in selected libraries of medical sciences

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universities in Tehran city is in a relatively favorable situation. The mean age of staff working in libraries is over 40 years, and their work experience is more than 20 years with less frequent younger employees in the community under study. Therefore, managers and officials must consider hiring younger people to reduce the gap between the current and the favorable status of talent management. The consequences of employing, developing, and managing talented people affect the libraries of the target community itself because the excellent performance of librarians leads to the audience's attraction to the library and their satisfaction with the services provided. On the other hand, given that university libraries are a research-based environment in which appropriate and desirable motivations should be continuously established among its librarians, talent management of librarians would empower the library. According to research findings, library managers are recommended to identify talents and seek to recruit, develop, educate, maintain, and educate talented individuals to learn specialized skills. Formal policies should be a basis for employment to enhance staff motivation and ensure that they are assessed subtly and tangibly throughout the year. Moreover, to enhance the talent management process in libraries, the following points are suggested: holding talent management training courses to raise awareness of librarians to apply talent management in the libraries they are working in, as well as including teaching materials on talent management in the syllabus of Library and Information Sciences especially in the courses related to library management.

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## Conflicts of Interests

The authors declare no conflict of interests.



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