

Ranking the Factors Underlying the Knowledge-based Talents Performance Management (Case Study: Governor's Office of the City of Kashan)

¹Mohammadreza Ghasemi, ²Somayeh Ghajari

¹Department of Management, Naragh Branch, Islamic Azad University, Naragh, Iran

²Department of Management, Naragh Branch, Islamic Azad University, Naragh, Iran

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Abstract

Today, the work and academic groups all acknowledge that organizations have no choice but to turn to knowledge-based activities in order to keep being competitive in the business world. Talent management system (T.M.S) is an effective tool in the organization, which can help develop the talented employees' skill properly when used by managers. The present study has aimed to investigate the ranking of the factors affecting knowledge-based talent performance management with the case study of the governor's office of Kashan City. A qualitative and survey cross-sectional type of research method has been used in this study and its main purpose is to identify and rank the factors affecting knowledge-based talent performance management based on comparative and field studies. Having reviewed the studies conducted so far in libraries and conducted oral interviews, we designed a 35-item questionnaire consisting of four factors, namely internal and external motivation, work ability and skill (personal factors), and Organizational support and organizational climate (organizational factors), and distributed it among 30 people including university professors, managers, assistants, advisors and the governor of Kashan City. To analyze the data obtained from the research, we used exploratory factor analysis using SPSS software to identify the factors and used the AHP technique with the Expert Choice Software to rank the factors. The results obtained in the first step for the main indicators showed that *personal factors* had the first rank with a relative weight of 0.533, while *organizational factors* had the second rank of importance with the relative weight of 0.447.

The results also indicated that *work ability and skill* had the first rank with the relative weight of 0.505, *internal and external motivation* had the second rank with the relative weight of 0.294, *organizational support* had the third rank with the relative weight of 0.110, and *organizational climate* had the fourth rank with the relative weight of 0.091.

Keywords: Fuzzy Analytic Hierarchy Process, Performance Management, Knowledge-based Talents, Personal Factors

1. Introduction

Today's organizations need creative, flexible and responsive forces and now it has become more difficult to identify, attract and retain such elites in organizations (Abolallaei, Behzad; Ghaffari, Abbas. 2010). Dynamic

organizations try to create opportunities to attract these talented people in order to continue their work in this competitive world, and those organizations that fail to manage their human resources with the modern norms will be doomed. Many experts call this era the era of knowledge. Nowadays, companies compete with one another based on the skills and talents of their employees, and are well aware that they attain the highest level of market share and increase their profit by attracting and retaining the best and most talented employees (Jafari Moghadam, Saeid 2009). These knowledge assets or assets of the industrial era are different like equipment, requirements and assets. Intellectual capital includes the knowledge and experience of each employee in the organization. In fact, the use of talent management is the most important competitive advantage in today's organizations and identifying the talents is the most important concern of human resource management. Indeed, talent management says that everyone has talents that need to be recognized and released (Karimi and Hosseini 2011). Using talent management, we can ensure that each employee will take over a proper job based on his/her own special talents and abilities. Talent Management is a management tool which contributed to the managers' capabilities and creates a type of flexibility to fit the changing conditions of the market.

A review of the theoretical literature and experts' views shows that it is undeniably necessary to apply knowledge-based talent performance management in organizations. Factors such as globalization, downsizing of governments, citizenship-based knowledge and the importance of citizens' participation in decisions require special attention to be paid to knowledge management. Organizations must be able to effectively manage their knowledge assets (Guy, Matthew, Sims, Doris 2010). Knowledge management is a challenging process, because it is difficult to understand its real value to make optimal use of it such a way that it creates competitive advantage for the organization (Goudarzi and Seyed Jamal Hosseini). Nowadays, managers try to extract the knowledge accumulated in the minds of members of the organization through knowledge management, and to share it among all the people in the organization . In this case, the knowledge stored in the system becomes a permanently usable source and creates sustainable competitive advantage for the organization.

Organizations need elite employees to continue their activity. This is why organizations are competing in the era of knowledge to attract elite and fluid employees, and fluid employees are also seeking more appropriate and attractive workplaces. There are many reasons to stimulate employees to stay in organizations, but in the era on knowledge, managers do their best to make knowledge-based employees stay in their organizations. Knowledge-based employees are those who, besides having high university degrees and experience of working in different engineering and research sectors, have special capability and expertise, so that their presence in the organization can prove effective in creating value and competitive advantage for the organization. This is why such employees' leaving the organizations is a great concern for the managers.

Considering the previous studies, we have provided definitions and theoretical foundations in this research, and reviewed the literature so as to identify the factors influencing knowledge-based talent performance management and rank the factors based on the following conceptual model.

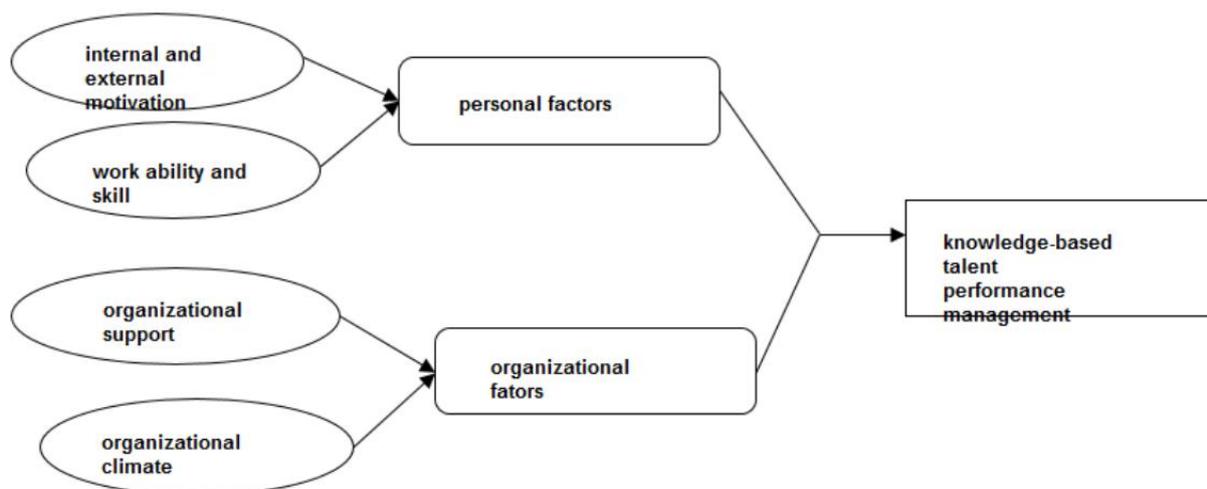


Figure 1. The conceptual model of the research (Kung & Zhang, 2012)

2. Research Methodology

This is an applied research in terms of purpose, and is a descriptive-survey research of hierarchical type in terms of data collection method and with regard to the type of subject, as it seeks to identify and rank the factors underlying knowledge-based talent performance management. The study population includes 30 experts and professors in the field of knowledge-based talent performance management, and the information about the research subject was collected using library studies. The data research were collected using a self-designed questionnaire which introduced the factors affecting the performance of knowledge-based talents. This 35-item questionnaire was designed in the form of 4 factors (internal and external motivation, work ability and skill, organizational support and organizational climate) after conducting research regarding the factors underlying the performance of knowledge-based talents in public organizations and also consulting the supervisor, and some experts and professors in the field of knowledge management and knowledge-based talent performance management.

3. Findings

In this study, after confirmation of the validity of the self-designed questionnaire's items by the supervisor and distribution of 30 copies of the questionnaire among the sample, its alpha coefficient will be measured, which will indicate good validity of the questionnaire if the alpha obtained is greater than 0.7.

Table 1. Cronbach's alpha coefficients for the research variables

variable	Number of questions	Cronbach's alpha coefficient
internal and external motivation	8	0.92
work ability and skill	11	0.81
Organizational support	8	0.89
organizational climate	9	0.83
Total questions	35	0.86

To analyze the data, we used the AHP (Analytic Hierarchy Process) standard model, determining the relative weight and the rank of each factor using the techniques of this method. We used exploratory factor analysis and SPSS software to identify the factors and used the AHP technique with the Expert Choice Software to rank the factors.

The Second Step: Calculating the Weight of the Main Factors (level one)

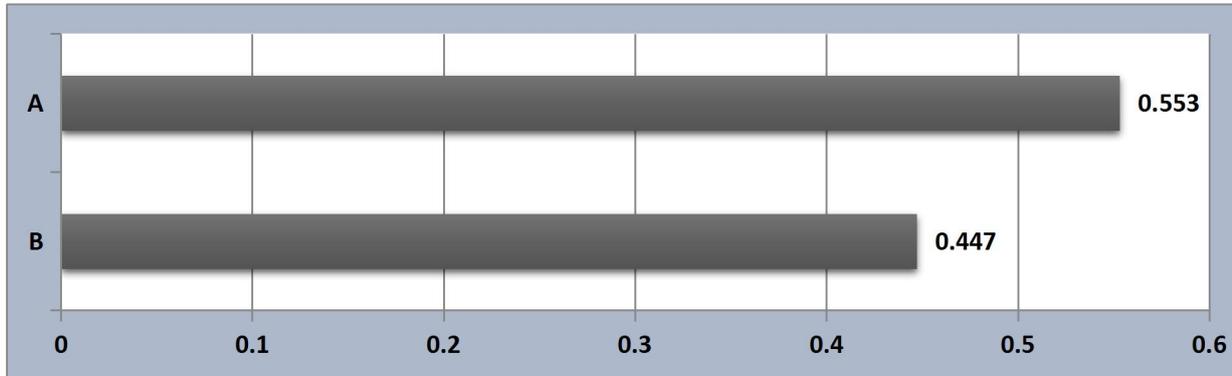
In the second step, we prepared and distributed a questionnaire in accordance with FAHP format (pair-wise comparison) among the experts to determine the importance (relative weight) of each one of the main factors. The questionnaire included a matrix for the pair-wise comparison of the factors.

Table 2. Consolidated pair comparison matrix of Experts for the main factors

Main factors	A	B	weight	$\sum_{j=1}^m M_{ji}^j$
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A	(1,1,1)	(0.79,1.14,1.52)	(0.553)	(1.79,2.14,2.51)
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Graph 1. The weighted graph of the main factors



The analysis results in Table 2 show that personal factor has the first rank with the relative weight of 0.553, while organizational factor has the second rank with the relative weight of 0.447.

Table 2 shows the calculated results of the main factors that personal factor relative weight in the first place 553/0 and 447/0 in second place after organizational factors relative weight is important.

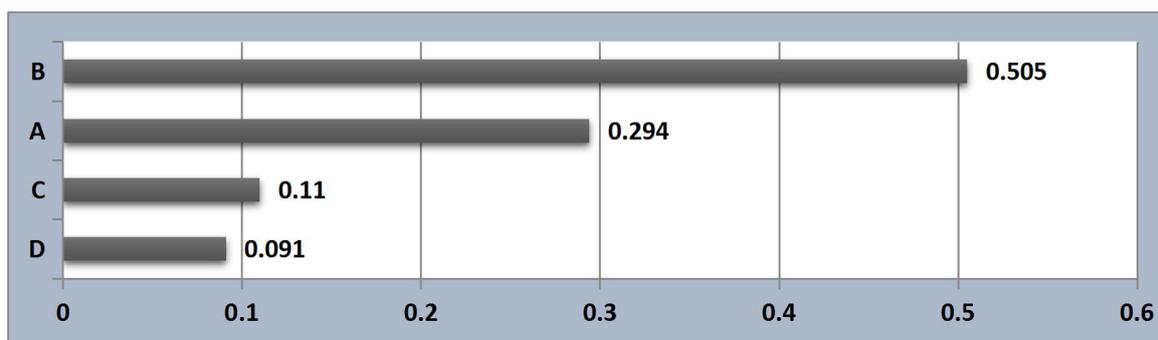
The Third Step: Calculating the Weight of the Main Factors (level two)

It should be noted that the pair-wise comparison of the main factors and sub-factors based on fuzzy scale in the table (Chapter 3) has been used in the matrix.

Table 3. Consolidated pair-wise comparisons for the main factors

	$\sum_{j=1}^m M_{ii}^j A$	B	C	D	weight	
A	(1,1,1)	(0.32,0.39,0.49)	(1.28,1.63,2.00)	(1.17,1.67,2.17)	(0.294)	(3.77,4.69,5.66)
B	(2.04,2.56,3.12)	(1,1,1)	(1.50,1.83,2.17)	(0.76,1.11,1.47)	(0.505)	(5.30,6.50,7.75)
C	(0.50,0.61,0.78)	(0.46,0.54,0.66)	(1,1,1)	(1.00,1.30,1.83)	(0.110)	(2.96,3.45,4.27)
D	(0.46,0.59,0.85)	(0.68,0.90,1.31)	(0.54,0.76,1.00)	(1,1,1)	(0.091)	(2.68,3.25,4.16)

Graph 2. The weighted graph of the main factors



The results of analysis of the main factors in Table 3 shows that the factor work ability and skill has the first rank with the relative weight of 0.505, internal and external motivation has the second rank with the relative

weight of 0.294, organizational support has the third rank with the relative weight of 0.11, and organizational climate has the fourth rank with the relative weight of 0.091.

Step Four: Final Weight of the Components:

Table 4. Ranking the components of internal and external motivation

rank	components	weight	Local weight of the sub-factors	Final weight	factors
1	appropriate payment and reward system	0.036	0.044	0.55	internal and external motivation
2	strengthening and motivating employees toward job status, well-being and career progress path	0.036	0.043	0.5443038	
3	creating supportive environments for the realization of knowledge management programs	0.032	0.037	0.5362319	
4	financial incentives in motivation	0.033	0.035	0.5147059	
5	strengthening self-motivation to gain knowledge in the organization	0.035	0.036	0.5070423	
6	social capital synergy, maximizing the staff's freedom of action	0.038	0.039	0.5064935	
7	commitment to work on performance management	0.035	0.033	0.4852941	
8	the existence of emotional feelings and relationships in the organization's structuring and decisions	0.033	0.031	0.484375	

The analysis results presented in Table 4 show that appropriate payment and reward system has the first rank with the relative weight of 0.55, strengthening and motivating employees toward job status, well-being and career progress path has the second rank with the relative weight of 0.54, creating supportive environments for the realization of knowledge management programs has the third rank with the relative weight of 0.53, financial incentives in motivation has the fourth rank with the relative weight of 0.51, strengthening self-motivation to gain knowledge in the organization has the fifth rank with the relative weight of 0.507, social capital synergy, maximizing the staff's freedom of action has the sixth rank with the relative weight of 0.506, commitment to work on performance management has the seventh rank with the relative weight of 0.485, and finally the existence of emotional feelings and relationships in the organization's structuring and decisions has the eighth rank with the relative weight of 0.484.

Table 5. Ranking the components of work ability and skill

components	Local weight of the sub-factors	weight	Final weight	rank	factors
balance between employees' skills and the job content in the organization	0.018	0.014	0.5625	1	The ability of individuals to carry out organizational and managerial tasks Perceptual skills Technical skills
recognition of employees' capabilities	0.016	0.015	0.516129032	2	
construction or reconstruction of a knowledge base for the organization	0.02	0.021	0.490566038	3	
managers' tendency to decision-making based on scientific and professional principles	0.014	0.017	0.487804878	4	
perceptual skills in the organization	0.015	0.019	0.477272727	5	
the ability of individuals to carry out organizational and managerial tasks	0.024	0.18	0.463414634	6	
technical skills	0.026	0.027	0.451612903	7	
development of the organization's knowledge base	0.021	0.023	0.45647059	8	
managers' efficiency	0.019	0.022	0.441176471	9	
employees and managers' talent management knowledge	0.021	0.029	0.42	10	
creativity and innovation	0.018	0.026	0.409090909	11	

The analysis results in Table 5 show that balance between employees' skills and the job content in the organization has the fifth rank with the relative weight of 0.56, recognition of employees' capabilities has the second rank with the relative weight of 0.51, construction or reconstruction of a knowledge base for the organization has the third rank with the relative weight of 0.49, managers' tendency to decision-making based on scientific and professional principles has the fourth rank with the relative weight of 0.48, perceptual skills in the organization has the fifth rank with the relative weight of 0.47, the ability of individuals to carry out organizational and managerial tasks has the sixth rank with the relative weight of 0.46, technical skills has the seventh rank with the relative weight of 0.45, development of the organization's knowledge base has the eighth rank with the relative weight of 0.44, managers' efficiency has the ninth rank with the relative weight of 0.42, employees and managers' talent management knowledge has the tenth rank with the relative weight of 0.42, and finally creativity and innovation has the eleventh rank with the relative weight of 0.40.

Table 6. Ranking the components of organizational support

components	Local weight of the main factors	weight	Final weight	rank	factors
the organization' support of the plans and ideas that help develop and transfer empirical knowledge and implement management	0.024	0.019	0.558139535	1	organizational support
the capacity of human resources with specialized knowledge and talents of knowledge	0.021	0.017	0.552631579	2	
appointment, promotion and the occupational future of the managers and staff as a function of the political conditions and changes in the intellectual currents of governments	0.027	0.023	0.54	3	
the use of new electronic methods and the automation capacity, e-government and development	0.022	0.02	0.523809524	4	
organizational horizontal structure, strengthening and following the open-door policy of knowledge flow	0.017	0.018	0.485714286	5	
the organization managers' belief in teamwork and the employees' involvement in important decisions	0.023	0.025	0.479166667	6	

The analysis results in Table 6 show that the organization' support of the plans and ideas that help develop and transfer empirical knowledge and implement management has the first rank with the relative weight of 0.558, the capacity of human resources with specialized knowledge and talents of knowledge has the second rank with the relative weight of 0.552, appointment, promotion and the occupational future of the managers and staff as a function of the political conditions and changes in the intellectual currents of governments has the third rank with the relative weight of 0.552, the use of new electronic methods and the automation capacity, e-government and development has the fourth rank with the relative weight of 0.48, organizational horizontal structure, strengthening and following the open-door policy of knowledge flow has the fifth rank with the relative weight of 0.48, and finally the organization managers' belief in teamwork and the employees' involvement in important decisions has the sixth rank with the relative weight of 0.46.

Table 7. Ranking the components of organizational support

components	Local weight of the sub-factors	weight	Final weight	rank	factors
feedback of various meetings and formation of workgroups	0.035	0.026	0.573770492	1	Organizational climate
free thought climate in keeping with organization and guidance of new knowledge	0.033	0.029	0.532258065	2	
executing the laws and regulations by the managers	0.035	0.032	0.52238806	3	
succession planning	0.03	0.029	0.508474576	4	
strategic thinking	0.031	0.03	0.508196721	5	

people's ability level	0.027	0.028	0.490909091	6
norms of the organization	0.029	0.031	0.483333333	7
culture of the organization	0.022	0.026	0.458333333	8
values of the organization	0.023	0.032	0.418181818	9

The analysis results in Table 7 show that feedback of various meetings and formation of workgroups has the fifth rank with the relative weight of 0.57, free thought climate in keeping with organization and guidance of new knowledge has the second rank with the relative weight of 0.53, executing the laws and regulations by the managers has the third rank with the relative weight of 0.52, succession planning has the fourth rank with the relative weight of 0.52, strategic thinking has the fifth rank with the relative weight of 0.50, people's ability level has the sixth rank with the relative weight of 0.49, the organization norms has the seventh rank with the relative weight of 0.48, the culture of the organization has the eighth rank with the relative weight of 0.45, and finally values of the organization has the ninth rank with the relative weight of 0.41.

4. Conclusion

Talent is estimated as one's relative level of progress in an activity. If different people are placed in equal conditions to gain the skills for an activity, we will realize that different people will show some differences in terms of acquisition of those skills. Everyone has talent, but only people who make decisions for their talents and invest for its development are to be regarded as talented people, and it is via talent that people can demonstrate their competence by creating value.

Nowadays, it has become so common to use the objective ways of measuring performance such as psychological evaluation, behavioral interviews, personality assessment, and job knowledge tests for the right selection of employees and their proper adaptation and compliance with their jobs. People can be involved in their jobs in different ways such as attention to creativity and innovation, acceptance of personal responsibility for events that occur, and ethical desires for organizational success. Personal factors play a significant part in knowledge-based talent performance management, and organizations will not play an important role in managing these talents until the highly talented and competent people are not identified in the organization.

Work Ability and Skill

Management science is a valuable set of knowledge and skills necessary to increase productivity in group activities, and is a regular, true and reasonable effort to create, deploy and implement the policies, systems, procedures and have effective leadership in order to combine and convert the resources into goods and services with minimal negative consequences and waste and with maximum performance and efficiency.

The success of any organization depends on the allocation and appropriate use of tools, equipment, money, raw materials and human resources of that organization in its programs, which will be possible in case these organizations can apply the individual and collective skills, abilities and characteristics towards the organizational goals.

In general, a well-rounded and trained organizational man is characterized by developed cognitive skills; profound, ever-lasting and strong self-esteem, creativity, volunteer for group work, job conscience, inclination to accept the new changes of the organization, adequate occupational and specialized skills and self-evaluation.

Internal And External Motivation

Motivation is an internal state that produces energy and determines the direction and intensity in one behavior to meet a need. This psychological concept often has internal or external roots. Thus, the success of an organization depends on the good performance of the organizational behavior of every member of the organization, and thus its low or poor performance is caused by the misconduct or negligence of the employees; therefore, we should employees' motives in order to understand the difference in their performance. One of the

duties of a manager and leader in an organization is to enhance the motivation of people to do their jobs better and a good leader is characterized by being influential.

One effective way to motivate employees is to set clear and achievable objectives for them. These objectives should have motivational power and employees should be allowed to get involved in the organizational issues and have a more active role in decision-making. By maintaining the human dignity, respecting the efforts made by employees, enhancing their ability and understanding their different individual and organizational needs, a manager should coordinate the employees' behavior with the organizational objectives. The main point in motivation management is that we should know that the employees will be motivated by something that believe it will happen, not by the promises offered by managers. Managers can motivate their employees through fulfillment of the three necessary conditions for motivation; namely: confidence, certainty and satisfaction, and by creating an environment in which these three conditions are strengthened.

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