

## A REVIEW OF THE EFFECT OF TALENT MANAGEMENT ON THE INNOVATIVE PERFORMANCE OF ORGANIZATIONS

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### ABSTRACT

*The absence of talent management in an organization and the lack of its use as a defining strategy of an organization will lead to a reduction in the maturity period of the organization and an increase in the organization's laxity. This even led to the bankruptcy of companies whose product market competition was very high. Information technology companies are always involved in these competitions, and sometimes, the lack of proper leadership in these companies ignores new and dynamic talents, and the incompatibility of the organization's innovative strategies with the organization's talent attraction and development policies leads to the decline of the organization. The present research describes the concept of talent management and its effect on the innovative functions of the organization, which is based on the purpose of a review and applied research and based on the implementation method, a library research. The method of data collection in this research is of the library type, which was collected by reading books and articles from internet sites and reliable domestic and foreign databases. In order to analyze the topic, the researcher first stated the research problem and explained the theoretical issues, and finally summarized the opinions of the thinkers regarding this issue, and discussed the effects of talent management on innovative performance in the form of a conceptual framework of the research, and finally made some suggestions. proposed.*

**KEYWORDS:** *Talent Management, Innovative Performance, Innovation, Organization.*

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### INTRODUCTION

Today, with the significant increase in the number of companies and their need for talented employees, having a talent management strategy has become a big challenge for knowledge-based organizations. On the other hand, one of the leading dimensions in creating a competitive advantage in the field of innovation is talent management (Hakim, 2017), in the conditions of today's dynamic environment, by creating value to ensure efficiency and effectiveness in the

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short term and the continuation of activity in the long term, it has an important effect on knowledge organizations. Create a role foundation. As a whole, organizations that have selected, attracted, employed, developed and maintained human resources with the talent management strategy, get more resources to respond to changing environments and develop new skills for better performance. In the process of creating value and innovative performance, attracting, selecting, employing, retaining and developing talent are key inputs. By providing conditions to create innovative performance, knowledge becomes a vital organizational resource in organizations and in this regard, because knowledge is included in human capital, it guarantees that organizations can improve their conditions and provide innovative opportunities and a knowledge-based perspective. The valuable resource of the organization will be achieved and innovative performance will be the heart of the growth and development of organizations (Papa et al., 2018). Since organizations will face an increasing competitive challenge in the future and more competent and effective human resources will be needed to manage these challenges, therefore talent management is becoming more important every day and as a system for identification, recruitment, cultivation, and promotion. And keeping talented people is defined with the aim of improving efficiency and innovative performance (Zay, 2018). Visal and colleagues (2019) have pointed out the growing problems related to the lack of talent in most European countries. In the 21st century, the need for people who have a wide range of skills and abilities to deal with the unforeseen needs of companies is expanding. Companies around the world find themselves competing with others for talent. Therefore, businesses should have the ability to recognize talented people, provide training to them, and maintain valuable employees for the long term, and consider strategies for this (Narayanan, 2019). The absence of talent management in an organization and the lack of its use as determining strategies of an organization will lead to a reduction in the maturity period of the organization and an increase in the organization's laxity (Khalil et al., 2017; Kismura and Lanewes, 2020). This even led to the bankruptcy of companies whose products were very competitive in the market (Khaki et al., 2017). Information technology companies are always involved in these competitions (Ogbario et al., 2018) and sometimes, the lack of proper leadership in these companies ignores new and dynamic talents, and the incompatibility of the organization's innovative strategies with the organization's talent attraction and development policies leads to the decline of the organization. Widodo and Mavarto, 2020;) due to the lack of studies and scientific research in the field of improving innovation performance and the role of talent management in promoting it in knowledge-based companies, a systematic and practical structure has not been presented in this regard. On the other hand, for knowledge-based companies with The mission of providing technology with the necessary tools to deal with the threat of countries is not only the rapid development of technology, but also the provision of a suitable and effective solution to economic and technological challenges, and in this context, the need for innovation to develop strategic intelligence is much more intense and concrete. Therefore, the current research examines the issue of what is the effect of talent management strategies on innovation performance and what is the mediating role of entrepreneurial orientation and entrepreneurial leadership adjustment between these two variables?

### **Literature Review**

Talent management, talent management or talent management are defined as investing in the development of employees, identifying successors and talented people in the organization and empowering them to play various leadership roles. Lewis and Hockman (2006) found three basic

concepts for the term talent management based on existing definitions from writers and researchers in the field of human resource management and management. In the first concept, talent management was defined as a set of human resources such as recruitment, selection, training and development. From this point of view, they argue that talent management may be considered a bit more than a buzzword or euphemism for human resource management. In the reviewed texts, they mentioned that talent management is a systematic method for performing human resource management tasks, but not in its traditional way, but with a broader view and with a more precise function, using new technological tools such as the Internet and relevant software with the aim Implementation in all levels and parts of the organization (Haque, 2020).

innovation performance; Organizational innovation means accepting an idea or a behavior that is new for the industry, market or the general environment of the organization (Qaidi and Khani, 2017). Wu and his colleagues (2010) consider organizational innovation to consist of three elements; product innovation; which means improving the combination of products and services provided. process innovation; which means improving the composition and efficiency of internal operations; and the overall innovation of the organization; which includes improving competitive advantage, company profitability, reducing costs, improving employee productivity, and improving the organization's asset turnover.

Entrepreneurial orientation; Entrepreneurial attitude has 4 basic conditions for establishing entrepreneurial actions: 1- Entrepreneurial attitude reminds the importance of development, communication and sharing of values among the members of the organization and considers the role of the senior management of the organization as the basis for the occurrence of changes and transformation itself (Collin, 2002). 2- Emphasis on the creation of processes that lead to the emergence of innovation and support it. For example, designing and implementing the design process, developing and commercializing products quickly or creating systems that support and encourage innovation champions and allow them to create new products and new businesses (Shaw et al., 2005). 3- Designing and implementing processes that lead to the creation of resources or maintain the existing resources and lead to their specialization to carry out entrepreneurial efforts. It also pays attention to the processes that make the organization fully active in the face of changes through collaborative decision-making and transparent communication (SorianoKitkao, 2014). 4- Creating the ability to identify and create ideas. In this attitude, by giving employees a field for experience and innovation, and with the aim of promoting automatic strategic decision-making, it is tried to increase the level of commitment of employees to the organization and their participation. This approach tries to strengthen the process of idea creation by formalizing the motivation to identify and continuously create ideas, develop existing resources, increase flexibility and ultimately lead to new resources, technology and systems (Haman, 2014).

entrepreneurial leadership; Today, entrepreneurship is recognized as a driving force in the development of the local, regional and national economy. Also, in the current competitive environment, it is an important factor in the development and survival of companies, and in the meantime, attention to the characteristics of entrepreneurial leadership in diverse organizations has an important position. It should be noted that organizations that make entrepreneurial orientation their policy and whose leaders have entrepreneurial leadership characteristics can increase their long-term growth potential by developing flexible resources. These organizations try to continuously create value by effectively transferring existing opportunities to their production operations or service processes. In this way, they get the possibility to move faster

than others and offer a new product or service or enter new markets, which will require having leaders with appropriate abilities (Jason et al., 2011).

### **Research Background**

AzamTarianDoronkola (2018) has conducted a research entitled "Extracting the impact of organizational innovation dimensions on the innovative performance of the organization in the construction industry". The results of this research show that there is a significant relationship between the components of organizational innovation and innovative performance. Also, the researcher has come to the conclusion that product innovation has a direct effect on innovative performance more than other components of organizational innovation. Based on this, innovative and progressive organizations can use the results of this research in the implementation of the organization's strategic projects to gain a competitive advantage.

Mohammad EbrahimSanjaghi et al. (2017) in their research entitled "The mediating effect of adaptability culture on the relationship between entrepreneurial leadership and organizational innovation (a case study in selected companies in the supply chain of defense technologies)", found that entrepreneurial leadership in addition to In addition to the direct effect, it also affects organizational innovation indirectly and through an adaptable culture, and the intensity of the indirect effect is far greater than the direct effect.

Lomkin and Diez (2018) also investigated the relationship between the two dimensions of entrepreneurial orientation and company performance, the moderating role of the environment and the life cycle of the industry in a research through interviews with 124 experts and 94 companies, and the process of creating strategies related to entrepreneurial activities showed the following factors given: independence, risk-taking innovation, pioneering and aggressive competition. It should be noted that their findings also showed a positive relationship between pioneering and performance and a very low relationship between aggressive competition and company performance.

Thornberry (2016) in his study entitled "Lead like an entrepreneur" has discussed the active and facilitating roles of the entrepreneurial leader in identifying, evaluating and exploiting entrepreneurial opportunities and focusing entrepreneurial energy inside or outside the organization. And in the end, it has ended up presenting a descriptive model of the four strategies of entrepreneurial leadership based on (acceleration, exploration, search, integration).

SarminaSamad (2016) investigated the impact of innovation and entrepreneurial leadership on organizational performance in Malaysian logistics companies. The research results indicate that all aspects of entrepreneurial leadership and innovation have a positive and meaningful relationship with organizational performance, and entrepreneurial leadership and innovation affect performance in a positive and meaningful way. In this research, the ideal behavior component of entrepreneurial leadership, and the innovation component of innovative services and products have the greatest impact on organizational performance.

García Morales and his colleagues (2016) have investigated the impact of entrepreneurial leadership on innovation and organizational performance, according to the level of organizational learning. This study first examines the existence of a relationship between entrepreneurial leadership and organizational innovation and performance, and then examines the effect of organizational learning as a mediating variable on this relationship. This research was conducted using a questionnaire and on a sample of 164 pharmaceutical companies. The

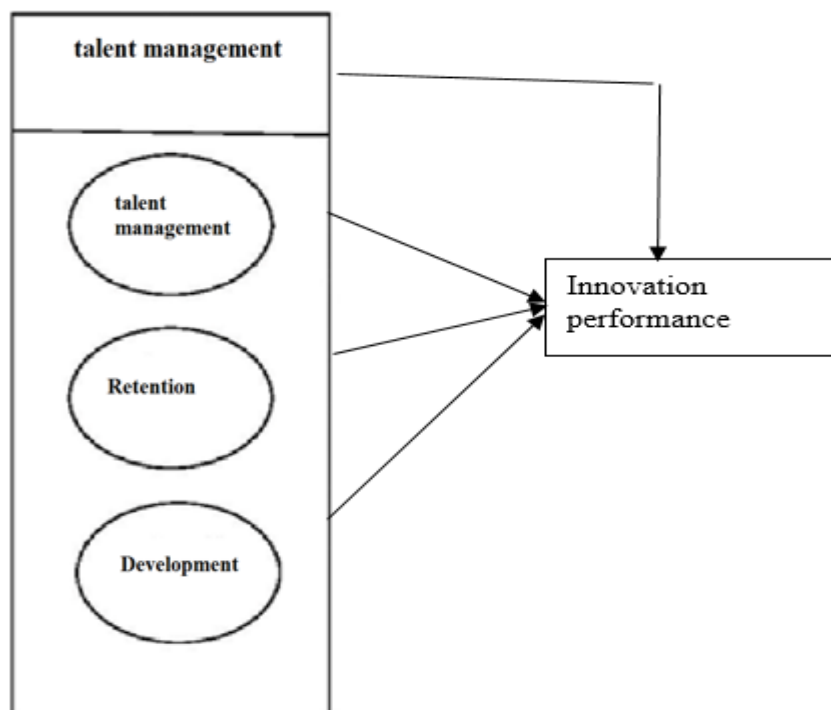
research results showed that entrepreneurial leadership has a stronger relationship with innovation and performance in organizations with a higher level of organizational learning than in organizations with a lower level of learning.

### Framework For Research

Salwa et al. (2018) in a research titled determining the impact of talent management strategy on innovation in a private university in the field of technology in Nigeria, which was conducted with a quantitative and survey approach, concluded that all aspects of talent management strategies such as recruitment and development It has improved the innovative performance in the university and by using this approach, it is possible to maintain excellent practice in the long term.

The relationship between talent management and entrepreneurial orientation has been shown in the research of Dantos et al. (2020) and Liu (2021), in the research of Halberstat et al. (2019) and Al-Mamon et al. It has also been proven in the research of Papa et al. (2018) and Collings et al. (2017) that there is a relationship between talent assessment of managers and the innovative performance of employees in knowledge-based organizations such as the companies present in Silicon Valley. Meanwhile, aspects of talent management such as recruitment, retention and development were investigated separately in studies such as Polo et al. (2021) and Kurtz and Tovera (2021). Also, in the research of Hong and Wang (2012) and Edis (2016), the effect of entrepreneurial tendencies on the innovative performance of the organization has been investigated.

According to the research literature and the gap in the research background, the following conceptual model is proposed:



**Diagram 1. The conceptual model of research extracted from researchers' research**

## Summary and Conclusion

The prerequisite of a developed society is to have developed organizations, and developed organizations also gain their real power and authority due to the existence of expert human resources, as strategic capitals. Humans who possess the greatest source of power; That is, thinking can create the causes of excellence, movement and growth of organizations. Intense competition has made it very difficult to maintain competitive advantage for a long time. Considering the many challenges ahead, in order to gain a competitive advantage in facing this complex environment, organizations need elites; Therefore, in recent years, the issue of talent management as a key management activity has been discussed more than in the past. Entrepreneurs play a key role in economic development and social evolution. Now, in the global arena, creative, innovative and innovative people as entrepreneurs have become the source of great developments in the fields of industry, production and services, and they are also referred to as national heroes. Today, human power is considered as an unlimited resource and the axis of any type of development. Unfortunately, in our country and in some recent development programs, special attention has not been paid to this, and it can even be said that this concept is unknown and strange to many professionals and people in the society. Perhaps for this reason, proper planning and setting up in the economic, social and educational system of the country for the development of entrepreneurship, especially in the country's universities, has not been done. Entrepreneurial behavior in the public sector has received the attention of experts due to its prominent role in gaining competitive advantage, and the management of organizational talents directly and with the mediating role of entrepreneurial tendency and entrepreneurial behavior of employees are among the variables that influence organizational innovation.

The findings of this research showed that talent management has a positive effect on entrepreneurial behavior. This finding is consistent with the research results of Barbach and Revel (2019), Velan and Karkeri (2019) and AzamTarianDronkola (2018). In his studies, Konrad has pointed out the role and importance of organizational talent management in their entrepreneurial activities and behaviors. Rashid concluded in his research that there is a positive and significant correlation between the strategic dimensions of talent management and organizational entrepreneurship.

Based on the results of the research, there is a direct and meaningful relationship between talent management and the aspects of talent attraction, human resource development and talent retention and organizational innovation in knowledge-based companies of defense industries, that is, with the proper management of talents and abilities through recruitment Powerful and creative forces, the development of the capabilities and capabilities of the human force and the maintenance and preservation of elite and experienced and expert forces in the organization, the level of innovation and creativity in the organization will also increase. Mohammad EbrahimSanjaghi et al. )who showed that talent management has a positive and significant relationship with organizational performance and organizational innovation in the four dimensions of attracting talents, evaluating and discovering talents, developing human resources, and maintaining talents. Based on this, it can be said that when the exploration, discovery, selection, preservation, development and improvement, employment, and reconstruction of the workforce are done efficiently and continuously in the organization, the innovation of that organization increases, as well as when Managers should try to identify talented employees, reward capable and hardworking employees and give them an opportunity to prove their abilities and talents, and support enthusiastic people for better performance. And the organization should

search and select top graduates and innovators, scientific and field efforts should be made to select talented and capable employees and there should be a match between the position of the employees and their ability and talent, then the level of innovation in organizations like the organization should be improved. And creative ideas and opinions appear in the organization.

### **Suggestions Based On Talent Management**

- The importance of human relations in organizations should be a serious priority of high and middle level managers of organizations and experts in order to improve organizational behaviors in accordance with talent management processes.
- It is suggested that the more emphasis is placed on high human relations and the sense of responsibility and commitment, it can turn latent talents into real ones in the organization.
- Foresight to develop and implement an idea in the form of simple and clear goals.
- The ability to coordinate and balance management systems to create and increase service quality and expand it.
- Continuous evaluation of the organization's operations in order to continuously improve business processes.
- The amount of planning to adjust and manage capital in order to strengthen and grow in the future.
- Appropriate presentation of registered functional records and developed functional plans for the future to the audience.

Also, paying attention to the provision of human resources is one of the factors that can be very fruitful in the growth of the organization and its tendency towards an entrepreneurial organization, for this reason, it seems necessary to pay attention to the following:

- Hiring qualified employees who will guarantee the future development of the company at different stages.
- Correctly evaluating and monitoring the performance of current employees with a view to developing functions.
- Recruiting reliable human resources with ideas.
- Ability to identify, attract, and positively guide expert persons from among the groups related to the organization. The following solutions regarding innovation can be useful:
  - Creative space: One of the ways of the emergence of innovation is to create a stimulating space for creativity. This means that management should always be ready to hear new ideas from everyone in the organization. In fact, the organization should be looking for such ideas and not just waiting for new ideas to be presented.
  - Giving the necessary time for creativity and innovation: for this purpose, organizations can assign a special office to each of the employees who have the necessary competence.
  - Establishing a suggestion system: One of the ways to encourage creativity is to establish a system for receiving suggestions; In this way, a method for making suggestions is provided.

Creating a special unit for creativity and innovation: sometimes a special group of employees is hired for creativity and innovation, and in some organizations this group is called a research and

development unit. Such units spend their time finding new ideas for providing services or making products, and sometimes do pure research. Such research is done to advance knowledge without trying to find its immediate application

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