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Designing a Systematic Human Capital Development Model (talent identification and management software). Key factor of development in the knowledge-based economy

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Cities, STPs and other AOIs: attracting talent

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Designing a Systematic Human Capital Development Model (talent identification and management software) Key factor of development in the knowledge-based economy

Case study: Knowledge-based companies in Isfahan and Tehran Science and Technology Town

Adel Azar[1], Imaneh Nokteh Dan[2]

Human resource development planning is traditionally a hands-on process, because it is thought that choosing a suitable solution for development has been influenced by many factors. This system is a developed model that allows this process to be done systematically. The main stage of the planning process is to decide about choosing a development model.

In this plan, the usage of the hierarchical analysis process is shown in the decision making process for the employee development planning process.

The hierarchical process allows the factors that influence the decision to be managed dynamically, and, if necessary, a number of factors that influence the decision in specific circumstances, which have not previously been analyzed or their values have been changed, can be raised.

One of the broadest and the most complex areas of human capital management is the attraction (absorption), management and preservation of talent. Obtaining knowledge and skills is a time-consuming process in which companies spend large amount of financial resources to ensure that employees learn the skills they need .

Failure to assess the adequacy of employees in implementing a strategy and ensuring that it is acquired or developed at expected level and appropriate time can significantly affect the ability to participate in achieving its goals.

In the current world with high pace of change, companies should adapt with these conditions, it's important to look for an approach that is flexible, fast and consistent with

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the changes in attracting and developing employee skills to ensure enterprise competitiveness.

To manage these processes effectively, an integrated system must be established. This system includes all issues related to human resource capacity and human resource development planning, and is more complicated than all systems that are currently operating as a human resource system.

Such a model opens up a new perspective on systematic human resource planning and serves as a basis for new capabilities in human resources information systems, and is the way to achieve the best options based on the criteria and conditions .Usually, the process of human capital development planning is difficult or cannot be provided for an unified model because these factors are influenced by many factors associated with "subjective human factors" as well as other human resources processes;

Therefore, there are no common models in the field of human capital development planning; so, they can be adjusted to the specific needs of organizations, and it is possible to manage effective processes through the use of human capital management based on competence (HCM).

This model opens up new perspectives for creating a human capital development planning analyst system and serves as the basis for creating new capabilities in human resource management information systems.

The key in this case is to formalize decision making about the best development plan. In this path, two tasks are identified: 1- Identifying the factors that influencing the selection of human capital development planning (attracting, managing and maintaining talent) 2- Finding a solution to formalize decision making.

1-Identify the factors that affecting for choosing the solutions:

The first step in human capital planning is identifying the required skills (technical-social-perceptual and personal traits) about important jobs that are influential on businesses and determining the impact of these skills on job success in the current conditions of organization, and then examining candidates who are prone to these criteria And recognizing the unique characteristics of the individual and, ultimately, the right management of the selected individuals based on the analysis that performed and develop the strategies for their preservation and present a developing plan based on the specified effective job skills.

2- Finding a solution to formalize decision making:

Decision making is the rational or unreasonable choice of alternative proposals, and its aims is achieving a conscious outcome. Creating a human capital development plan is essentially a structured approach, in which they make various decisions based on different circumstances. This method should be consistent with the natural process of human decision making. It should be noted that the mathematical method cannot replace the human mind and experience the interpretation of the real world. This methodology should be presented as a systematic universal basis for decision making. This approach involves the fact that there are usually many decision-making opinions and styles. Often, especially in macro terms, there are several solutions to implement, resulting in an unsystematic decision-making process that is full of uncertainty that affects the quality of decisions. Moreover, to choose the best decision, one cannot always create a logical chain of thinking; therefore, with a proper decision-making mechanism, priorities should be set for possible decision making. The hierarchy analysis process is partially compliant with the decision-making process in the announced process. The hierarchical analysis process is a structured method for organizing and analyzing complex decisions based on mathematics and psychology. This process allows decision making with a view to creating an additional factor to coordinate different opinions and prioritize decisions. Consequently, this process makes it possible to consider the "human factor" when making decisions, which is one of the main advantages of the hierarchical analysis process over other methods used in decision making and is the best way to make decision-making in the management of human capital development. The system of identification and talent management registered by Tabalvor Danesh Chehelsotoon, is an analytic system based on the AHP methodology, which is adjusted to all the factors stated above, and taking into account the human factor and the specific conditions, attracting, managing and retaining companies Talent, based on a well-deserved model.

This system has been implemented to over 200,000 people in Iran and has received approvals from competent authorities and top experts in the field of hierarchical analysis and human capital management. The results of the assessment have been evaluated after three years and confirmation of the increased effectiveness of the relevant organ has been received.

Special thanks for research group members: Seyed Mohsen Mosavi, Sarah Ahmadpour, Noshin dehghan, Zhinous Shokrani.

Keywords : talent management ; job description ; job appraisal conditions ; personality traits ; hierarchical process .

2. Theoretical fundamentals and research background

It To begin with, every activity and movement in the field of human capital, the organization is obliged to analyze job activity Your app Describe the job description The conditions for obtaining a bright and flexible job and possessing the personality traits needed for a job, the field of hand Provides information for non-business executives To take advantage of it, in the field of human capital development in the organization Take seriously, suggest Be that organizations have access to the highest performance and achieve higher effectiveness as soon as possible and in the shortest time and talent management are entitled Identification System, this system, with the ability to search and classify information and understanding of the organization and its update working in the organization in all fields, contribute to human resource managers in the areas of strategic planning, organizational and compliance with the target And prospects of the organization will provide. Fegley (2008). Because of the intense competition and the lack of highly skilled staff, finding and retaining talented staff has become one of the top priorities of today's organizations. Applying talent management will make sure that each employee, with talents and special abilities, will be in a good position. Talent management, as a management tool, empowers managers and brings a degree of flexibility in line with changing market conditions. Talent management is important for two general reasons : firstly, the implementation of effective talent management leads to the successful acquisition of talent, and second, that these staff are selected for key posts in the future . Utilizing and capturing talents for the organization is considered as an opportunity and has a direct impact on organizational performance. The more talented employees engage in organizational affairs, the better the image of the organization, the more likely they are to stay organized, resulting in a lower staffing rate, and a higher level of effort To be applied. Therefore, it will potentially affect variables such as service quality, customer satisfaction, productivity, sales, profits and individual and organizational performance.

Talent management : Talent management means all activities and processes related to key posts that leads to competitive advantage for the organization and workforce development durable with high potential causes, facilitate career development and progression of many people talented and skilled organization that has been developed using the instructions, resources, policies and process.

In fact, talent management includes a complete set of processes for identifying, deploying, and managing individuals to successfully implement a business strategy.

The term talent in organizations is defined in different ways by theorists and experts, some of which will be referred to in this section.

- Talent is a set of individual abilities, including skills, knowledge and capacity for growth (Michael and colleagues , 2001).
- The meaning of talent management is different from the point of view of different individuals and examines it in three aspects. The first is the process of developing and educating new employees by interviewing, hiring and familiarizing with the organization, so that new people come together with the organization's culture.The second about the development and maintenance of the existing staff in the organization and the third attraction of people with the skills to work in the organization (Barran , 2008).
- For talent management , he considers five factors (attracting, identifying, developing, applying and engaging) that helps the management of talented employees (Uren , 2007).

There are two obvious similarities between talent management and human resource management. First, both putting the right people in the right roles is an important tool for integrating the activities of employees and organizational goals (such as personal development) know. Second, both areas cover the main task of managing individuals (such as attracting, selecting, developing, and maintaining employees) that are used to achieve individual and organizational goals . In other words, talent management also covers the traditional tasks of human resource management and is common in many cases (Rezaeian and Soltani, 2009). Generally, organizations that use talent management are strategic and predict how to attract, select, educate, develop, upgrade, and transfer staff in the organization (Barran, 2008).

Reasons for the importance of talent management . Talent management is a new approach that can create a change in the management of human capital and address the weaknesses and weaknesses of traditional approaches, hence it can be suggested as an appropriate tool in addition to traditional human resource management in Iranian organizations.Of course, it should be planned to implement talent management in organizations, otherwise, after a short time, organizations will forget this very important approach. For this reason, this research tries to provide managers with the perception that talent management can be very promising and effective.

An organizational talent management strategy is considered as activities and processes that include systematic identification of key positions that are differently involved in the

company's sustainable competitive advantage, the development of a high capacity talent tank and high performance people to fill this Roles, and the development of a different human resource structure to fill the situation with competent people and ensure their sustained commitment to the organization. This definition is based on the assumption that the starting point of any talent management system should include systematic identification of key positions that clearly contribute to the firm's competitive advantage. This is consistent with the increasing recognition that must exist of the greater degree of differentiation of roles in the organization, with a strong focus on strategic and non-strategic businesses, Or those organizational roles that have a marginal effect on jobs with a higher than average performance (Becker & et al , 2001).

Model AMO It is based on the idea that organizational interests are best utilized by a human resource system that addresses the interests of employees, that is, their skills and motivations, and the quality of their work (Boselie & et al , 2005). Therefore, considering that the strategic talent management system is based on the identification of employees with high performance and capacity, their deployment in axial situations and their support by the human resources structure, the model AMO Suggests that higher levels of performance should be revealed. In this regard, employee motivation has been shown to modify the relationship between human resource management techniques and company performance. Based on this collection of literature, the key role of motivation is identified as the mediating variable between strategic talent management and company performance. Therefore, motivation theory is broadly linked to the description of job performance, and discusses less about keeping or returning employees. In spite of the discussion of the effect of borderless businesses and in-organization capabilities on strategic talent management, it is argued that it is generally in the interest of the organization to retain members of the talent reservoir so as to lose their displacement due to their displacement. Hence, the focus on factors that describe employee retention or displacement is a mediating variable. In this regard, organizational commitment as a relative resistance to individual identification and involvement in an organization more historically focuses on employee retention. It is argued that organizational commitment is a powerful bridge between talent management and organizational performance. In particular, we claim that organizational commitment reinforces the positive relationship between effective talent management and organizational performance. The committed employees are willing to provide something on their own to help the welfare of the organization. In this regard, the organization - Person (PO) Shows that people who are closer to the organization, organizational commitment and positive action would be higher than the S (George and Bettenhausen, 1990). People who have a strong link

between their personal values and the organization have higher levels of organizational commitment. (Collings and Mellahi , 2009).

Academic foundations for entering job information

Job analysis: Job analysis or analysis is a process through which the nature and characteristics Of each of the businesses in the organization And gather sufficient information about them And report Be. It is characterized by job analysis What tasks do they have for each job? And to establish and deserve, what skills, knowledge And ability - It is necessary (Saadat , 1386).

Process of job analysis: The process of job analysis as shown in Figure 1 Leading to job description, job profile and feature The Necessary to get a job.(Seyed javadin, 1381).

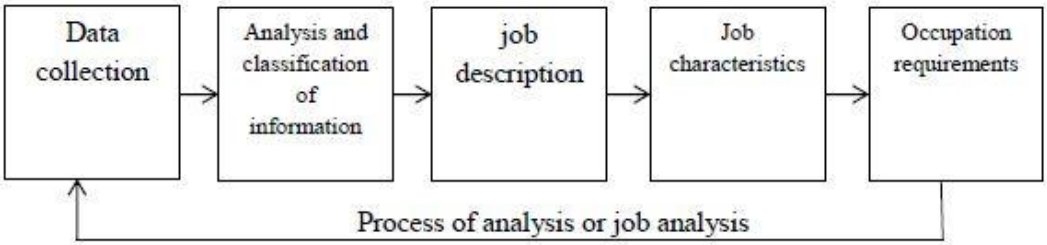

Figure 1. Scheduling process or job analysis

Factors Affecting Job Analysis : Legal considerations such as observing the equal opportunity in setting up the conditions for obtaining business with a citation based on the attribute Individual in terms of gender, race, social class, which allows the use of conditions of employment and jobs in the face of all the jobs it provides, the main job analysis will greatly affect and in some occupations, standards for doing a job for a written and binding rules proposed, which should be documented in the analysis of the job description, such as compliance with certain standards of physical and mental intelligence about military careers when Which is in the job description and characteristic - Of employment and jobs indicating the Be (Seyed javadin, 1381).

job description : There is no standard form for job placement, and each organization is based on the need and type of organizational structure You can take a special form for yourself . Of course, the process of the job description, the flexible tasks and responsibilities Has moved. Usually in the job description , Job title, Description of the main tasks, the amount of authority that is responsible Specifies And sometimes to the working conditions. (Mir-Sepasi, 1386).

Conditions for obtaining jobs or personal conditions : In other words, knowledge, skills and ability that is essential for the successful job, in the form of conditions, it will be reflected and it is expected that someone with those conditions will perform a job better than someone who does not. Setting the conditions for obtaining a job plays an important role in the process of selecting individuals, and it can be used to select and hire people who have the most appropriate qualifications for the job. In fact, it's an appointment " Correct selection " In the management of human resources, it is that the employed (according to the specifications that are included in the occupational conditions) and Job fit together:

- education
- Experiences
- Specialized courses
- The power of judgment
- Initiative
- The power of decision making
- Physical skills
- Skills in the transfer of concepts
- Spiritual and psychological characteristics
- Need to use more than one of the five senses, such as the eye.

It is noteworthy that the persistence degree of importance that recruitment agencies are allowed for this parameter depends on labor market conditions as well (Hosseini &et al, 1388).

Fit the job and employee: Recent studies in the field of human resource management emphasize the five personal characteristics of labor volunteers who largely provide their success in advancing the goals of organizations and also creating job satisfaction in their service paths. These features are: personality, talent, interest, intelligence and skill. These five, while each independently are effective in proportion job, as shown in Figure 2 interact with each other multilateral (Hosseini & et al, 1388).

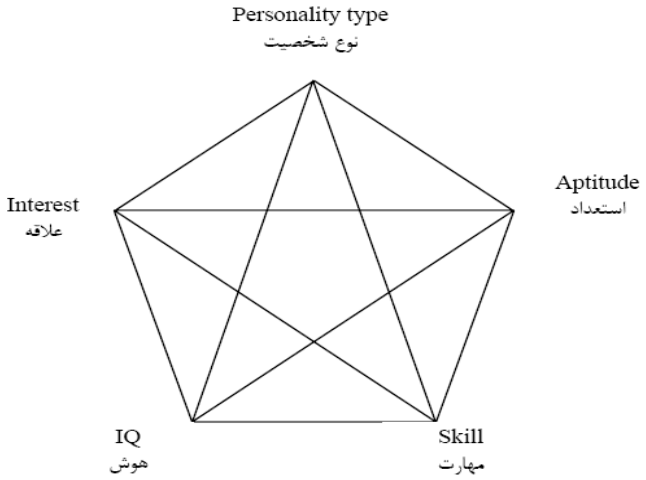

Figure 2. Effective factors in the selection , recruitment , appointment and their interactions

Theory of fit between the job - employee on the assumption that job requirements such as skill variety, task identity, independence, responsibility, Job knowledge, job skills, ability to work and dozens of other variables that have the potential and capabilities with features personal information such as age, sex, education, marriage and celibacy, work experience, knowledge, skills and abilities to fit the individual. As a result, by accepting the compatibility between the person and his job is to influence individual behavior and attitudes.

David proportion of job - employee that defines: « Compatibility between the individual and the organization in what they do. In other words, knowledge, skills and abilities of the knowledge, skills and abilities that are needed in the job. » (Gholipour & et al., 1388).

Personality traits: Personality psychology and organizational behavior in recent decades, interact and research in the field of the influence on organizational outcomes such as job performance, job satisfaction, leadership and fit the organization-person is doing.

Many researchers believe that people will enter the stage of life in which her character, fully formed and is likely to be quite stable and resistant to change. However, many researchers believe that it got smaller, too, that character can be significant effects on important outcomes in their work and personal lives, and thus to investigate the role of personality characteristics on variables such as organizational behavior and human resources of importance Have a great deal (Aghaz and Hashemi, 1391).

There are several models for personality measurement, of which four models and well-known tests, especially in the field of organizational psychology, include: MBTI Test (120 questions), the Neo- 5- factor Test (240 questions), Holland's Test (90 items), and

Emotional Intelligence Test(28 questions) were used in the identification and talent management system .

The features of the job and its application in human resource planning: Occupations in activity By recruitment program Manpower is very effective. The need for a job requires an employed job seeker. Analyze academic and personal characteristics of each person in the job specification, will be useful. And one of the most influential factors is the ability of individuals to perform a job properly. Job specification also indicates a lack of competence in the subjects that program managers Determine the manpower They do. To determine to what extent the fact that these needs should be provided through training and development as well as to meet the development needs (such as promoting job opportunities for post Particular), the Job specification used be of the form (Agarvala, 1386).

Information extracted from information ONET: Through the study of information ONET In the case of : tasks , tools and technology , Knowledge , skills , abilities ,work activities , work context , job zone , education, credentials, interests ,work styles , work values, related occupations ; Comprehensive information is extracted .
Eventually, after the entry of business information, the occupational data of the individuals enters the system, which determines the system based on the analysis of the output.

3. The main purpose of the research

Choosing the right people to organize corporate key position:
1. Select the right people for a job
2. Select the right occupations for one person
3. Creating a career path for a job and a worker

4. Methodology

Methods and data analysis system for identifying and managing talent, as shown in Figure 3 is as follows:

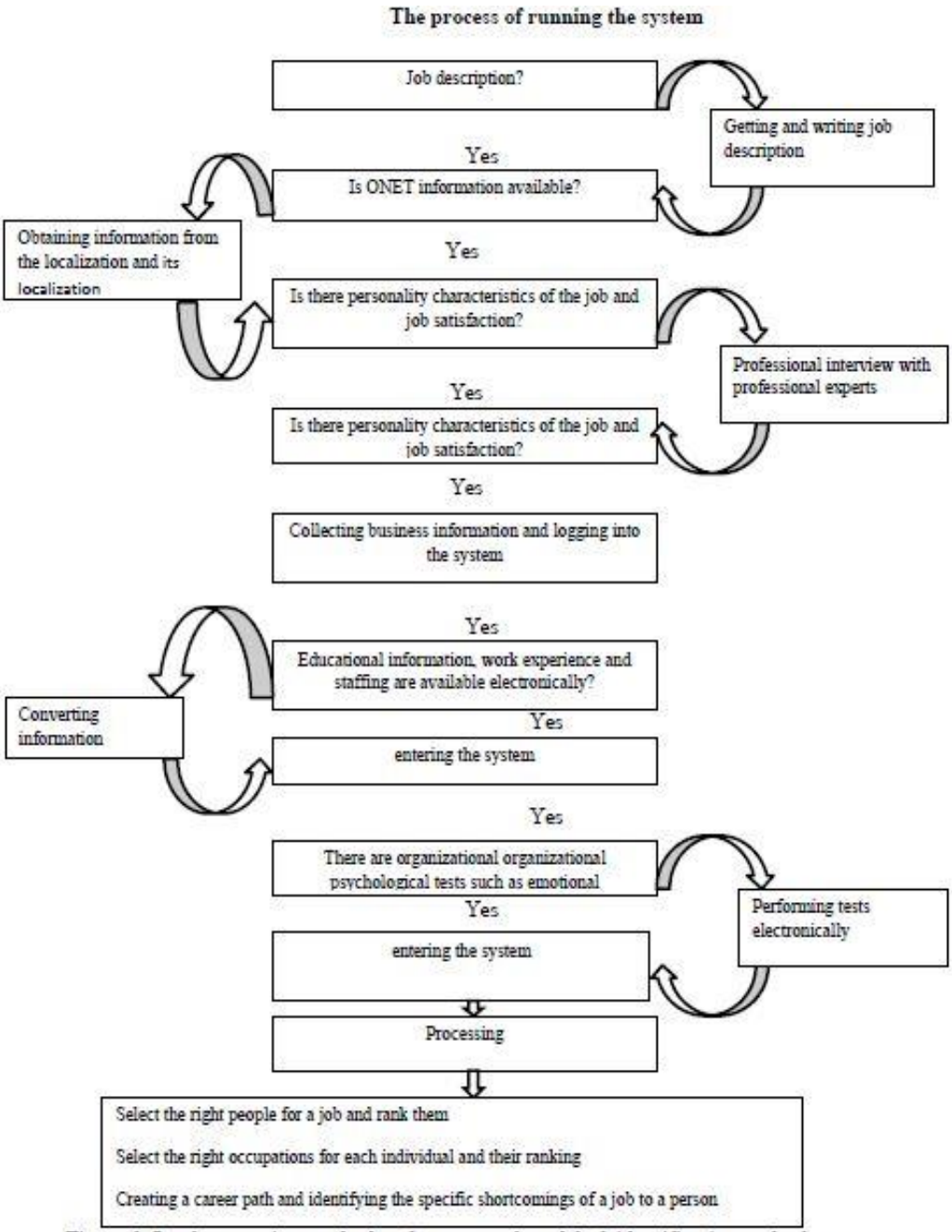

Figure 3. Implementation method and conceptual model of identification and talent management system

The talent identification section consists of two input sections:

- Job information
- Employee Information

Job information is obtained from three directions:

1. Job Description
2. Occupation requirements (Personality characteristics required for the job)
3. Study the information ONET

Employee information also includes 3 parts that enter the system (data entry and information):

1. Credentials and educational information of individuals
2. Information on the experience and work experience of individuals
3. Industrial-Organizational Psychology testing standard

And finally, the system has three outputs that include:

1. Select the right people for a job: Matching workers with jobs
2. Select the right occupations for one person: Matching jobs with workers
3. Prioritization of jobs and people of the organization: Creating a career path

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How to collect information: In implementing this software, in the first step, identifying the qualification conditions and characteristics required for a post in the information organization, the method of studying the conditions for obtaining a job and the job description are extracted and then through an expert interview with the appropriate people post detailed information about technical skills - needed human and conceptual post has been extracted and is entered in the software or system(see Figure4). Then information and skills and the knowledge and expertise of this software will be included in the tests is different. This information should be collected on a regular and annual basis, as well as for individual employees, a separate database can be provided, and all information and data on these individuals are stored in this database. Job and work department information using expert interviews at each organizational post - View -Questionnaire and Study ONET every side After entering the business checklist and after analyzing and integrating the data, it then enters the software and outputs that include matching employees with the jobs (prioritizing the right people for the desired post) and Matching Jobs with Workers (Identifying the Best Job Section for an Individual) with the desired details (such as job specific skills, training, education, technical skills, human skills, Perceptual skills,etc.) for The organization provides .

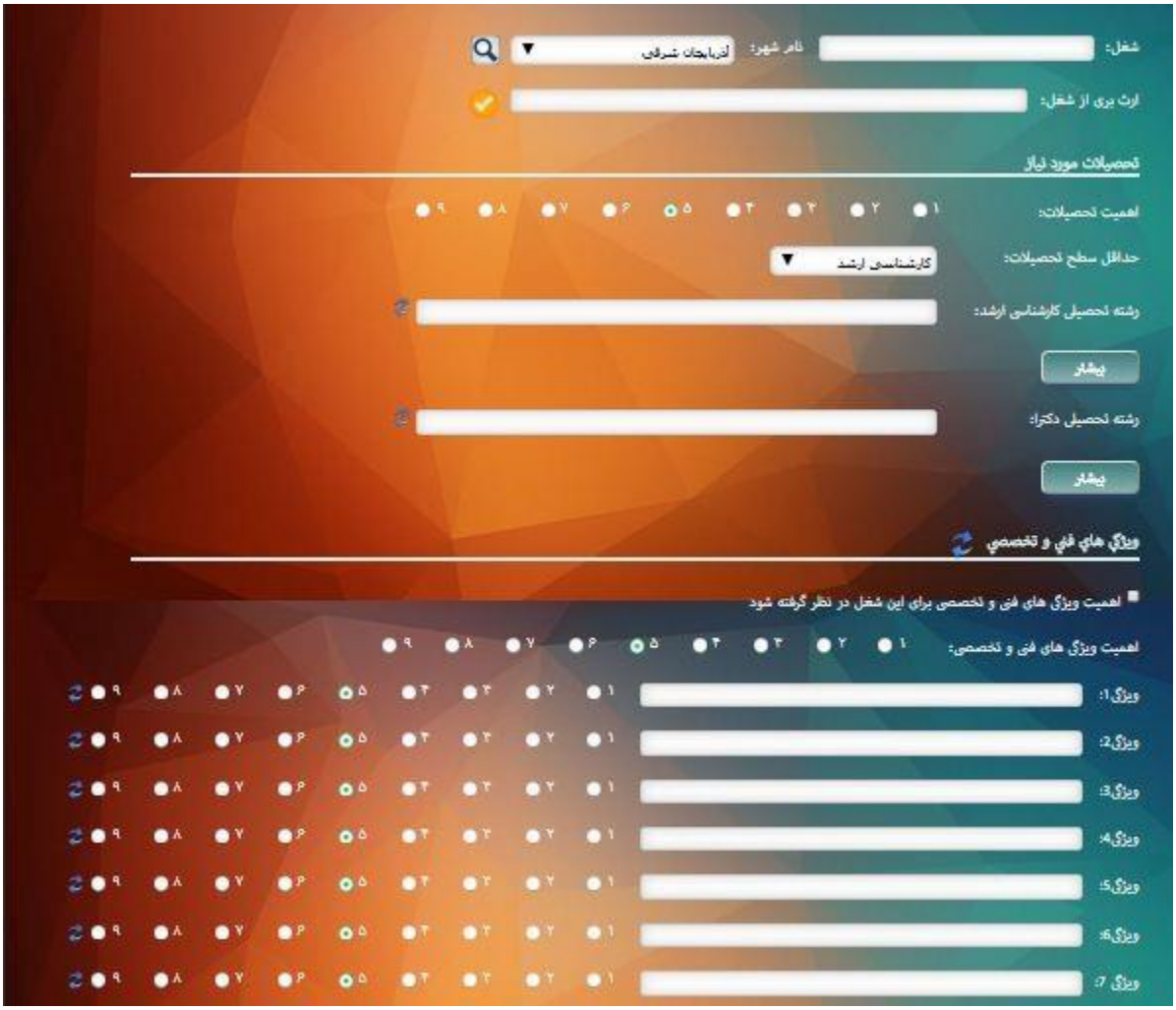

Figure4. Job information- Employee Information

5. Analysis of data and findings

Technique of hierarchical process: It should be noted that the hierarchical process has been used to prioritize the right people for a job, suitable occupations for an individual, as well as weighting based on the importance of the parameters required for each occupation. Applying this method requires four major steps:

A) Modeling. In this step, the problem of objective decision making for hierarchical elements that are linked together, is removed . Elemental elements included » Design Options " And » Decision-making criteria " Is. The hierarchical analysis process requires breaking a problem with several indicators into a hierarchy of levels. The first level represents the main purpose of the decision process. The second level represents major

indices and major and at the final level, it offers decision options. In Figure 5, a hierarchy of a decision problem is shown:

B) Preference judgments (paired comparisons). Make comparisons between various options decided, based on each indicator and judgment of the importance of the decision indicator by making a pair comparison, after designing the decision hierarchy, the decision maker should have a set of matrices that numerically value the relative importance of the indices relative to each other and each choice option According to the indicators measured relative to other options.

This is accomplished by performing two-to-two comparisons between the elements of the design (paired comparison) and through the allocation of numerical scores indicating the priority or importance between the two elements of the decision. In order to do this, it is usually possible to use the options with i indicators relative to j options or indicators.

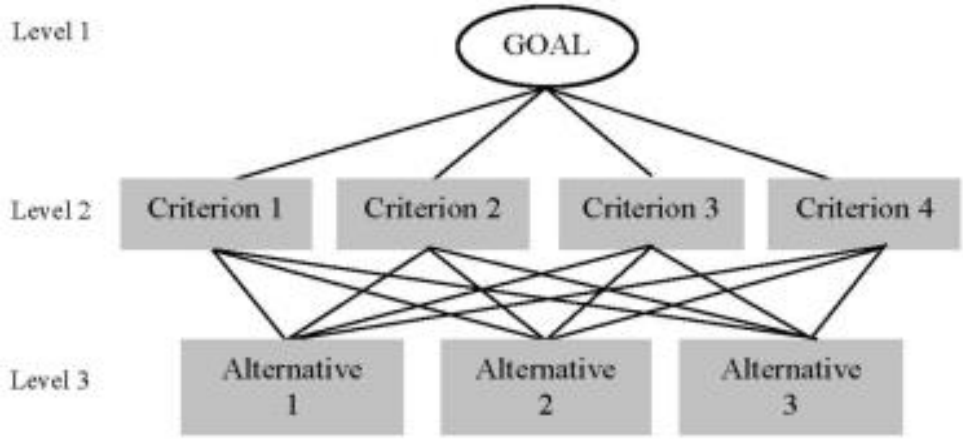

Figure 5. Analytical Hierarchy Tree

C) the relative weight calculations. Determining the weight of the "elements of the design" relative to each other through a set of numerical calculations. The next step in the hierarchical analysis process is to perform the computations necessary to determine the priority of each element of the model using the information of the pairwise matrix matrices. The summary of mathematical operations in this stage is as follows:

Calculates the sum of the numbers of each column from the paired matrix, then we divide each element into the sum of the columns in that column. The new matrix thus obtained is called the "normalized matrix" matrix. We compute the average of the numbers of each row from the normalized comparison matrix. This means the relative weight of the decision elements with the matrix rows (Hemati and Esmaeilizadeh, 1391).

It may be easy to compare the two options, but when the number of comparisons increases, it is easy to ensure the comparability of the comparisons and this trust has to be achieved using the adjustment rate. Experience has shown that if the inconsistency rate is less than 10/0, the compatibility of the comparisons is acceptable and in the other case, the comparisons should be reconsidered. The following steps are used to calculate the inconsistency rate:

Step 1. Calculate the total weight vector: multiply the matrix of the pairwise comparisons in the "relative weights" vector. Name the new vector that you get in this way.

Step 2. Compilation Vector: Divide the total vector weight elements into relative priority vector. The vector is called the matching vector.

Step 3. The gain of maxλ yields the average of maxA compatibility elements.

Step 4. Compilation of the compatibility index; The compatibility index is defined as: n is the number of options available in the problem obtained by relation (1).

(1)

$$CI = \frac{\lambda_{\max} - n}{n - 1}$$

Step 5 Adjustment ratio calculation; Adjustment ratio is derived from the division of the compatibility index on the random variable, based on relation (2).

$$\mathrm{CR} = \frac{\mathrm{CI}}{\mathrm{CR}} \quad (2)$$

The compatibility ratio is 1.0 or less comparisons (Hemati and Esmaeilizadeh, 1391).

The results of implementing the identification and talent management system

It should be noted that the information of the people and the ministry are secret and there are a number of software outlets identifying and managing talent Tabalvor Danesh Chehelsotoon for Companies of Knowledge-based in Science and Technology Park located in Isfahan and Tehran provided.

When the data entered in the system and the analysis of the system offers us three outputs, including:

1.**Select the right people for a job.** In this section, a key organization post is identified and the software will identify eligible people for this post and prioritize them. This prioritization is based on the model AHP The system is embedded in the system that can be displayed in Figure 6. For different occupations based on the existing solution in the system, the weight is based on the importance of the

parameters for each job. In this section, filters are arranged according to the request of the organization, so that, according to their request, the persons for the desired job are identified. For example, this system If required, people who are being examined for a job will be from one of the relevant departments or from other departments of the target group, and thus any other type of filter, including an emphasis on a particular specialty or any factor Are no longer used. It is worth mentioning that this system also provides the ability to provide a comprehensive report about the individuals examined by the software to manage the organization.

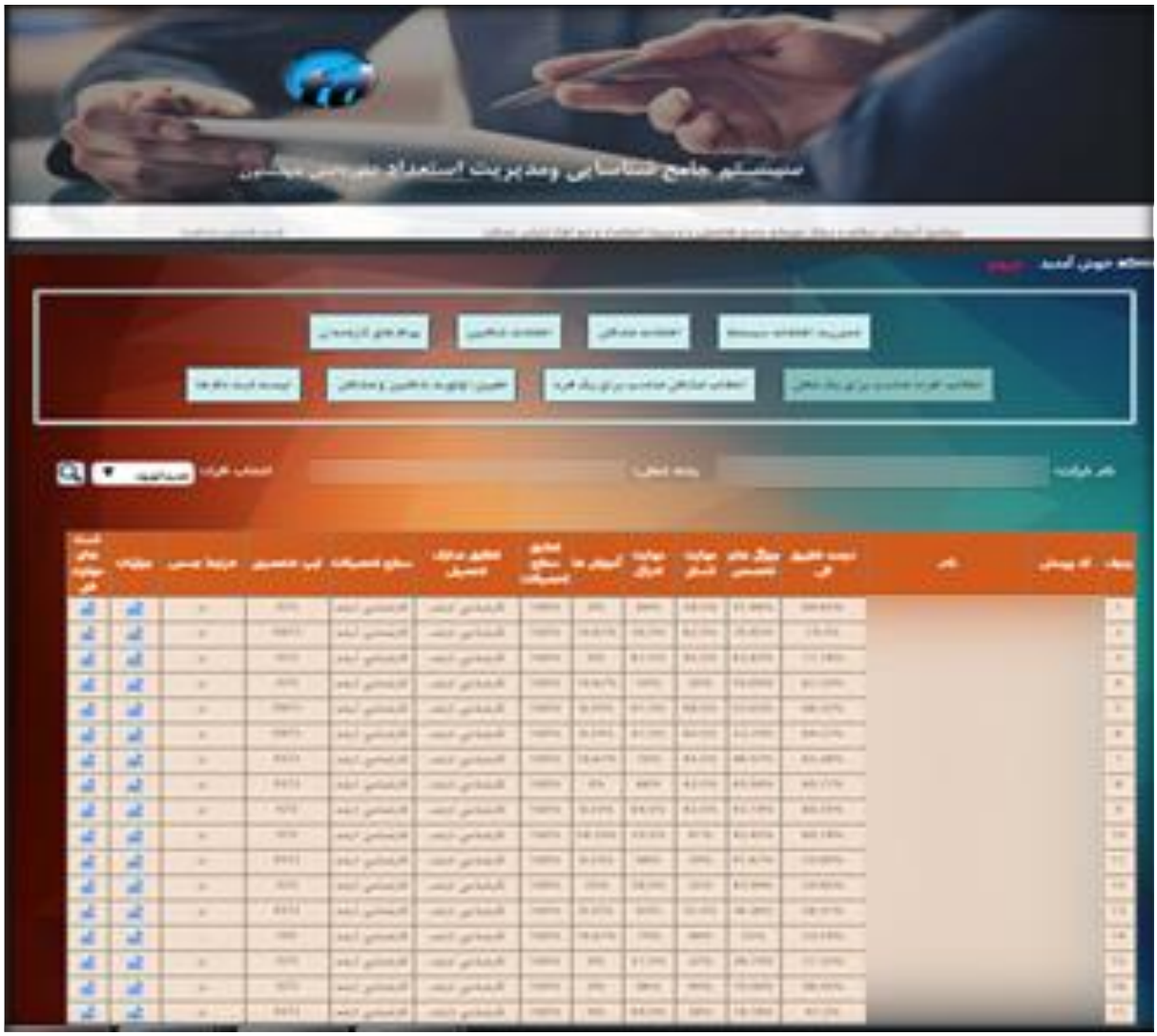

Figure 6. Matching Jobs with Jobs

2. Select the right occupations for one person. In this section, a person is identified and the software identifies the appropriate jobs for that individual and prioritizes them . That

programming of this part also uses weighting based on the model AHP Which is visible in Figure 7.

Figure 7. Matching Jobs with Workers

3. Prioritization of jobs and people of the organization. This section is in fact a subset of the two previous sections. By choosing a key occupation and one person, the software specifies the person to be placed in the rank of several positions and the job designated for selection by this Individuals are ranked in a number of cases, and the number of people with a shortage is determined by their degree or work experience or triple skills for that particular occupation.In this section will be determined career in Figure 8 can be displayed.

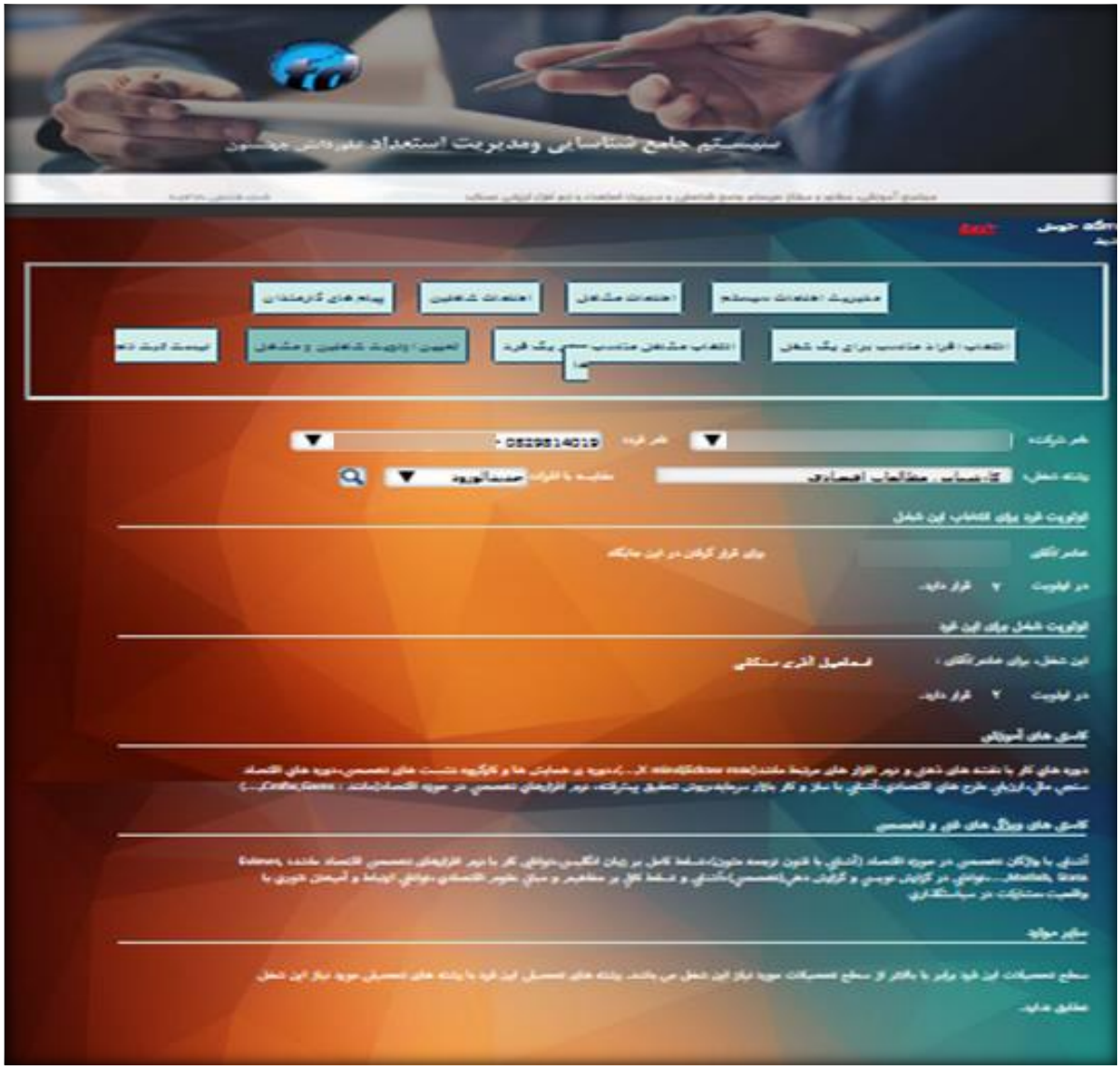

Figure 8. Determining the Priority of Workers and Jobs

6. Conclusion and suggestions:

The identification and talent management system has not been fully documented in Iran until now.Software Identify and Talent Manage Tabalvor Danesh Chehelsotoon Corporation After two years of research, it has been Implemented and registered.The software has a technical approval certificate from the Supreme Council of Informatics Application No. 205476 as well as identification and talent management Tabalvor Danesh Chehelsotoon of the development of information techn؟logy and digital media registration number is 10/1564.

The software helps identify and talent management in the following areas of the organization's managers:

1. Choosing qualified people for the key positions of the organization and prioritizing them by parameters such as the work experience required by the individual, or the human, perceptual, and technical skills and personality characteristics of the job (this software is localized to each organization).
2. Selecting appropriate jobs for a person who can be helpful in some cases, such as job promotion or new people entering the organization.
3. Creating a job for employees.
4. Creating a succession plan.
5. Set the lack of competencies in job competency for managers Human Resource Planning determines how these needs should be met through training and development.
6. Access to the highest performance and achieve higher effectiveness in the shortest time.
7. Ability to search and fetch information of the organization and update it and fully understand the people working in the organization using identification and talent management system.
8. Reducing Human Errors in Choosing Individuals.

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