

Leadership Talent Management: The Integrated Model

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Abstract: Leadership talent management is one of the main success factors for all organizations, therefore, the current research aims to test the model presented by [1], which measures the extent of integration the leadership talent management stages at University of Dohuk. Based on that, five hypotheses were formulated showing the effect of each stage of leadership talent management in the subsequent stage, and using the (Enter) method for analyzed data that collected from (732) questionnaires which were distributed among the academic staff in colleges at University of Duhok. The research reached a set of conclusions, the most important of which is that the default model of the research is an integrated model because there is an effect relationship between the five stages of leadership talent management, and that the largest effect was between talent performance appraisal and talent retention, and the lowest effect was between talent retention and identifying talent needs, while the most important recommendation was achieving University of Duhok's goals and improves its ranking among universities requires adopting an integrated model for managing its leadership talents.

Keywords; leadership Talent Management LTM, Identifying Talent Needs ITN, Talent Attraction TA, Talent Development TD, Talent Performance Appraisal TPA, Talent Retention TR.

1. INTRODUCTION

Talent management in a comprehensive is one of the most important fields of which development since the beginning of (21) century, rapid and effective achievement of the universities' goals, it needs leadership talents. In order to carry out the universities their duties towards higher education, they need to manage talents with high potentials, especially leadership, which includes a number of interrelated and integrated stages with each other, which is one of the most important means of success, continuity of performance and achieving excellence [2] [3] [4] [5] [6] [7]. This is considered as a main stimulant for adopting a leadership talent management model and researching its integration at the University of Dohuk by determining the impact of each stage on the subsequent stage, and so on, which called the Integrated model for leadership talent management.

2. Research Methodology

2.1. Problem Statement

According to (Ranking Web of Universities), the University of Dohuk in the year (2021) ranked fourth among universities at Kurdistan Region, (14th) among Iraqi universities, and rank (3792) at the level of international universities. And due to the correlation of university rankings with the performance of talents in general and leadership talents, which have a significantly affect the quality of educational services provided [8], in addition, organizations face the problem of a lack strategies for dealing with talent to take leadership positions in the future. In order to help higher education organizations and University of Duhok to achieve academic excellence and improve their local and global rankings, organizations that need to aspire to effectively manage leadership talent must invest a lot in the integration of their management stages.

Therefore, the research wanted to diagnosis level of integration the stages of leadership talent management at University of Duhok.

2.2. Research Questions

The research seeks to answer the following questions:

Q1: The interest extent of University of Duhok in leadership talent management and its stages.

Q2: The integration level of the leadership talent management's stages with each other at University of Duhok.

2.3. Research Objectives

Talent management models generally aim to clarify the interrelationship between its stages and what value it adds to the organization [9], and accordingly the research objectives can be identified as follows:

1. Describe the availability of leadership talent management, in whole and in part, and the level of each stage at University of Dohuk.

2. Determining the level of integration the leadership talent management model by diagnosing the mutual effect between its stages at the University of Dohuk.

3. Submitting recommendations' that can add value to the University of Duhok and other universities.

2.4. Research Importance

Public universities are among the essential factors that help development and recovery of societies [10] [11], therefore, the research attempts to test the importance of the availability of an integrated model for leadership talent management at University of Dohuk, which improves it ranks among universities at the local level in particular and at the global level in general.

2.5. Default Model

Figure (1) is default model, where researcher relied on the model presented by [1] as a basis for it, which demonstrates the integration of the leadership talent management stages, by diagnosing the effect of each model's stage in the subsequent stage.



Figure 1: Default Model

Source: Jaber, M.M., (2018), Managing leadership Talents in Public Secondary Schools in Light of the Egyptian Education Reform Trends: A Proposed Scenario, Education College Journal, Vol. 2, p (28).

2.6. Research Hypotheses

To answer the main research question, five hypotheses were assumed, as follows:

H1: There is a statistically significant effect at ($\alpha \leq 0.05$) for ITN in TA at University of Duhok.

H2: There is a statistically significant effect at ($\alpha \leq 0.05$) for TA in TD at University of Duhok.

H3: There is a statistically significant effect at ($\alpha \leq 0.05$) for TD in TPA at University of Duhok.

H4: There is a statistically significant effect at ($\alpha \leq 0.05$) for TPA in TR at University of Duhok.

H5: There is a statistically significant effect at ($\alpha \leq 0.05$) for TR in ITN at University of Duhok.

2.7. Research Limitation

Achieving the research objectives requires caution and accuracy in choosing a field, community and research sample, and given the need for universities to possess an integrated model for LTM, therefore, University of Dohuk were chosen

as a research field. Empowerment the academic staff to tackle the challenges they face in their work performance, they must have talents, especially leadership [3], therefore, all academic staff working University of Duhok considered leadership talents, they are research community, numbering (1689) (University of Duhok official website). The researcher sent (910) google form questionnaires to academic staff, which were returned (732) questionnaires that are valid for analysis, and the results in table (1) explain the characteristics of research sample.

The research period lasted approximately ten months, from (December 2-2020) to (September 22-2021), and LTM is represented as objective limits of the research, which included five dimensions (identifying talent needs, talent attraction, talent development, talent performance appraisal, and talent retention).

Table 1: Characteristics of Research Sample

Characteristic	Descriptive	Freq.	%
Gender	Male	480	65.6
	Female	252	34.4
Age (Years)	≤ 30	9	1.2
	31-40	330	45.1
	41-50	267	36.5
	$51 \leq$	126	17.2
Years' Service in Higher Education	< 5	30	4.1
	5-10	150	20.5
	11-15	249	34
	16-20	156	21.3
	$20 <$	147	20.1
Degree	Master	389	53.1
	Ph.D.	343	46.9
Scientific Title	Asst. Lecture	174	23.7
	Lecture	321	43.9
	Asst. Professor	204	27.9
	Professor	33	4.5

3. Theoretical Framework: Leadership Talent Management

All universities need a management that takes charge of the war for talent, in order to facing the emerging conditions in the general environment and higher education in particular, and accordingly it needs a management that manages leadership talent, whose all stages must they included be integrated.

Talents are called a major superhuman resource because there are few of them in organizations [12] [13]. Talent usually refers to leaders and human resources that do the core organization works better, so their performance is imitated by others [4], where talents develop their distinguished abilities systematically and cognitively, and that helps them outperform their colleagues who do the same work [5], Sometimes even though they do not have the necessary training and education [14]. Talents are defined as high-performing and distinguished human resources who have a sharp strategic mindset, managerial, communication and functional skills along with experience, commitment and contributing behavior [15], their performance is expected to contribute in increasing the efficiency of their organization [16], and to positively influence its current and future performance [17]. In addition, talent is defined as individuals who hold the core values and principles, they use to serve the public interest [18], leadership values and principles are among the basic characteristics of talent [19], so, talent should be the primary driver for leadership positions [15].

Talent management is a solution to the current challenges that organizations face when dealing with human resources [20], because it is one of the important indicators for obtaining experienced and qualified leaders to work in the organization [4], it also anticipates and meets its talent needs through the use of human resource management strategies [21]. As an organizational activity, talent management systematically identifies leadership positions that help achieve strategic organizations priorities and sustainable competitive advantage [15]. There is a positive relationship between talent management and leadership because it searches and finds more leaders with different methods to lead human resources towards achieving the goals of the organization and its continuity of work [22] [5]. Most of the decisions taken by talent management are related to the basic positions in organizations [23], therefore, talent management is a basis for the success of organizations, and in order to attract and retain talent, it must have an integrated approach to talent management at all levels [24]. Having a strategic sense of leadership in talent management, therefore, requires its special focus on leadership areas, and accordingly talent management must constantly identify, provide positions for leadership talents and develop them [19]. The researcher believes that talent management in organizations is closely related to leaders in the first place, positions and important work in organizations, accordingly, the academic staff perform the most important operations of universities.

Talent management in organizations refers to managing human resources in an integrated and strategic style [4] [25]. Talent management means bringing talent into the organization, identifying, evaluating and developing it, so, is defined as a process consisting an integrated set of procedures linked to each other, such as identifying, selecting, developing, retaining, and improving their capabilities and abilities in important strategic positions [5], and looking at them as assets that contribute greatly to the organization success [26]. Talent management is described as the framework for tightly integrated HR processes that assist in making decisions that support strategic objectives [27]. Talent management is defined as a set of activities based on strategies that enable it to attract talent with capabilities, competencies, skills and initiatives distinct from others, in addition to enabling them to develop their talents, especially leadership, to take over critical positions and maintain them for the longest possible period, which helps organization to achieve outstanding performance that is unique to them from competitors [28]. [29] Refers to talent management as a process of adopting the organization's strategic vision for future talents, which enhances the importance of identifying and attracting talent and helping them to develop, retain their skills. According to [18] talent management in the public sector defines as the administration that implements key actions to ensure that talents have competencies, knowledge and core values in order to meet complex contemporary challenges and achieve the strategic goals of the public sector, which lead to obtain the public interest.

Based on that, the researcher defines LTM as the management that is tasked with take care leadership talents in an integrated way, from the beginning of their identification as leadership talents to retention them continuity, which helps in identify future talent needs, thus ensuring and sustaining achievement of the organizations' goals.

Talent management includes stages to determine the organizer for key positions [30], these stages include activities and processes related to human resource management that cover systematic identification of key functions which contribute differently to achieving the organization's sustainable competitive advantage, and development talent pool to fill high-potential work and require high-performing [12], talent management contain all practices of the talent life cycle from the beginning of talent identification to retention, which must be effectively integrated with each other [15], therefore, management of leadership talents needs integrated stages [4]. [1] Divided LTM into five stages, which will be adopted as dimensions in the research practical framework, which are:

3.1. Identifying Talent Needs

This stage means anticipating the identification of potential needs for leadership talents and controlling their supply and availability in the organization [26]. It is considered a critical stage in talent management because it determines the quality of talent needed by leadership positions, thus addressing their economic problems [19], and talent management is one of the

indicators and important parts of searching, identifying and obtaining leaders with experience, performance and high potentials who are qualified to work in the organization, so its focus is on determining its needs for leadership talents [29] [4] [23]. Determining the future leadership needs in organizations is one of the most important decisions, so they must identify the most effective steps to identify the best candidates for future leadership positions. [31]. [32] Indicates that the selection of leadership talent depends on the competencies and their leadership potential represented by functional and cognitive abilities, growth and learning. Under this stage, the positions that the leaders will occupy are determined in a mode consistent with their personal talents, and this includes determining their appropriate numbers, appropriate quality, and at right time, therefore, a comprehensive and accurate base of data must be provided on the positions of the leadership talents required now and in the future [1]. Identifying leadership talent needs contributes to the success of the later stages of leadership talent management, in addition to its contribution to achieving the organization strategic goals [15].

3.2. Talent Attraction

This stage seeks to provide leadership talents suitable for future business requirements that enable them to achieve the organizations goals, attracting leadership talents means selecting and hiring the best advanced leaders to work, whether from leaders inside or outside of the organization, this includes identifying the leadership talents and their capabilities, and testing their capabilities and suitability for the leadership positions they will take up [1] [33]. There are many factors that affect the attraction of leadership talents, including the balance between their social life and work, compensation and the availability of rough work for talents and others [26].

3.3. Talent Development

It promises talent management heart, and it is the best way to obtain leadership talents is to develop talents at lower levels [26]. Survival in the current global competitive environment depends on the development of talents for leadership positions, as having an effective model for development is one of the main events and responsibilities that must be followed by organizations to increase the knowledge of leadership talents [34] [35] [36]. The development of leadership talents is positively correlated to talent management, so that (25 %) of leaders' work time is spent on developing leadership talents, and development is classified as the most important needs for leaders in implementing the organizations strategy, and this stage is responsible for enhancing leaders' strengths and developing their high performance, which helps organizations face the great challenges that It has emerged in recent years and therefore most of the leadership talents are looking for further development, and their personality traits influence development [4] [25]. The development of leadership talents aims to enhance the overall performance of organizations, and helps in preparing suitable leadership talents to occupy leadership positions [1].

3.4. Talent Performance Appraisal

Achieving organizational goals requires that leadership talent performance appraisal be seen as key responsibility [37]. It intended to identify the strengths and weaknesses in the patterns, levels and efficiency of the performance to the current and expected leadership talents and to analyze them, which form the basis for recommending measures to improve their performance and help identify the appropriate leadership talents and put them in the right place, in addition to diagnosing and discovering the leadership talents that have been overlooked [1] [38] [39]. The competencies that have by leadership talents are the basis for evaluating their performance [32], and that accuracy and fairness are of great importance in assessing leadership talents, in addition to providing information and setting clear, bias-free evaluation criteria [40]. [38] Indicates that the leadership talent assessment measures the extent of the gap between the current talent and the ideal talent required in leaders and explains the required features in leadership talent in detail according to knowledge, skill, experience, interest, education and area of expertise, which helped in the perfect description of leadership talents, and training them for the right position, thus the possibility of them getting better jobs in the future.

3.5. Talent Retention

This stage is ultimate goal from previous stages [13], therefore, the issue of retaining leadership talent should receive great attention in all organizations [34]. It is one of the most important stages of LTM because leadership talent is one of the most important organizations investments and its key to success [1], so, it is important for talent management to allocate efforts and sponsor professional leadership talent in critical situations because there are many opportunities to attract them and use their services by competitors [41], and just as organizations must take the retention of the best leadership talent seriously and do what can be done to retention the leadership talents [15], this helps them avoid the turnover of leadership talent [29].

4. Practical Framework

4.1. Questionnaire Tests

To ensure the stability of the questionnaire, it was relied on (Reliability of Scale-Parallel Model), which measures honesty, harmony, freedom from errors and help in predicting the future for studies that include descriptive expressions, and when humanity studies exceeded (60%) of this scale means the stability of the questionnaire [42]. The data in table (2) indicates that the value of the approved measure, whether at the level of LTM and its five dimensions, is much more than the specified percentage, and this mark the stability of the approved questionnaire statements. On other hand the research relied on square root of the value of (Reliability of Scale) to extract the validity of questionnaire content, and based on the data shown in table (2), all the values of the validity of the content are high, which means that the content validity of the approved questionnaire statements is available.

Table 2: Stability of the Questionnaire and Content Validity

Variable	Number of Statement	Reliability of Scale	Content Validity
LTM	22	0.955	0.977
ITN	5	0.792	0.889
TA	5	0.888	0.942
TD	3	0.805	0.897
TPA	4	0.873	0.934
TR	5	0.875	0.935

4.2. Data Descriptive Analysis

The results in table (3) indicate that the University of Duhok does not care about LTM and its stages, because the respondents' answers tend towards disagree more than agree, and this is confirmed by the result of the mean, which is less than 2.7, as indicated by the mean standard deviation is less than 0.041, which means accuracy, high convergence, and no discrepancy in the answers.

Table 3: Data Descriptive Analysis

Variable	Agree %	Don't Now %	Disagree %	Mean	Mean Standard Deviation
LTM	23.45	24.71	51.82	2.606	0.039
ITN	28.02	21.38	50.58	2.7	0.041
TA	19.74	19.58	60.66	2.432	0.040
TD	20.53	31.7	47.8	2.626	0.037
TPA	23.67	27.22	49.1	2.637	0.039
TR	25.3	23.68	51	2.618	0.040

4.3. Testing Hypotheses

All results in table (4) indicate that all research hypotheses have been accepted, and accordingly it is an integrated model for the LTM at the University of Duhok, due to the existence of correlations between all its stages and in a circular manner.

Table 4: Linear Regression Analysis

Hypotheses	β	R ²	F	T	Sig.	Decision
H1	0.715	0.511	763.028	27.623	0.000	Accept
H2	0.769	0.591	1055.486	32.488	0.000	Accept
H3	0.791	0.626	1221.928	34.956	0.000	Accept
H4	0.835	0.699	1699.245	41.222	0.000	Accept
H5	0.590	0.348	390.070	19.750	0.000	Accept

($\alpha \leq 0.05$), (df 1-730), (N=732)

5. Conclusions

- Weak interest in leadership talent management at University of Duhok in general, and the stage of attracting leadership talents ranked first in terms of their lack of interest in them, while retaining talents came in second place, and identifying talent needs ranked third, the fourth and fifth stages was talents performance appraisal and talent development successive.

- The University of Duhok doesn't take into account determining the functional needs of leadership talents, therefore not all the academic staff participate in determining the future needs of university leaders and their lack of knowledge of the skills required in them, which is attributed to the didn't have to the guide that clearly defines the job description for leadership positions at the university, also does not have mechanisms to verify the presence of talent among the new leaders, and the lack of them following organized procedures to announce vacancies in university.

- The University of Duhok's lack of interest in attracting leadership talents to work in it, therefore, it does not have the required level of various means to detect, attract and select distinguished competencies to work in leadership positions, and the lack participation of the academic staff in the detection of leadership talents, and talents presenting for leadership positions, because the selection of new leaders does not related to the academic staffs' talent, in addition the performance appraisal is not fair and transparent.

- Lack of attention to the development of leadership talents, due there are no effective training programs in the development of university leadership talents and their incompatibility with future goals that meet their needs for leadership positions, also the university dose not interested in generating new and innovative situations and placing leadership talents in it.

- The performance appraisal of leadership talent at University of Duhok is not importance, accordingly, it does not periodically apply various methods of evaluation, and not link its results to development, formulating administrative plans, promotions, and rewarding the creative leadership talent.

- Low interest in leadership talents retention, based on it, does not take effective measures to ensure that its leadership talents are rewarded according to their performance and their orientations are not compatible with the activities in which they participate, don't give the opportunity for leadership talents to make suggestions about work development and the weak participation of young leadership talents in the process of making important decisions, competence at work is not taken as a basis for taking leadership positions.

- The research's default model is an integrated model because there is an effect relationship between the five stages of leadership talent management, and that the largest effect was to the performance appraisal of leadership talents in retaining leadership talents, on the other hand the lowest effect was between retaining leadership talents in identifying the needs from leadership talent.

6. Recommendations

Effective leadership talent management requires the University of Duhok's understanding of talented leaders, and the use of an integrated model for their management, which helps to achieve goals [22] [13] [35]. And this Includes:

- It is necessary for all academic staff to participate in determining the future needs of university leaders, and for the University of Duhok to prepare a guide that includes information on the skills required in university leaders, in addition to announcing vacant leadership positions, also follow the mechanisms of prestigious international universities in verifying the presence of talent in new leaders, and developing them to suit the higher education environment in general and the University of Dohuk in particular.

- Improving the excellence of University of Duhok requires that it have various methods to detect, attract and select distinguished competencies to work in leadership positions, for example, the academic staff can participate in the detection of leadership talents and follow a 360-degree method for evaluating the performance of leadership talents.

- The interest in developing leadership talents at the University of Duhok, in line with current developments, requires the participation of talents in determining their needs for the development of leadership talents [4], which must be consistent with the future goals of the university in meeting its needs for leadership positions, and also necessary to rely on training programs such as simulation, therefore, must include placing leadership talents in new and innovative situations, which helps to develop their talents.

- To ensure the improvement of University of Duhok's performance and its achievement of a distinguished position among local and international universities, it is better to pay attention to evaluating the performance of leadership talents, because improving the performance of leadership talents enhances the excellence performance at the overall level of the university, therefore, importance should be given to evaluating the performance of leadership talents and using methods that

do not depend on evaluators' opinion, linking its results to development, formulation of administrative plans, promotion system, rewarding leadership talents, and this requires that the stage of leadership talents performances' appraisal be prior to the stage of their development, because determining the achievements of leadership talents and what are their shortcomings, strengths and weaknesses is done through the evaluation stage and by relying on as a result, talent development programs are planned [43] [37].

- Taking efficiency in work and effective measures as a basis for assuming talents to leadership positions and ensuring that they are rewarded according to their performance, and their participation in activities compatible with their orientations, in addition to giving them the opportunity to present proposals and the participation of young leadership talents in the process of making important decisions that will develop University of Duhok and thus increase its ability to retain talent leadership.

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