

The Talent Management and Strategic Perspectives of Their Preoccupation and Commitment in High Research Institutions

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Abstract:- The aim of paper is to investigate the influences of elements (fluctuation, employee reward system and career management) within the talent management strategy in scientific institutions. Across theoretical background which is closely with the thematic talent management and strategic perspectives of their preoccupation and commitment and talent career development and satisfaction at work will be preset the theoretical based for model testing. The model testing will test by quantitative deductive approach which their self will show the results by using statistical analyses. According to results we can conclude that, the Satisfaction at work $p=131$ Preoccupation with work $p=283$ Commitment to the organization, 059 Work experience $=432$ are variables that positive influence on talent created and negative the statute of the new worker $p=-140$. The main recommendation of articles is compilation of the unifying human resources development strategy in all scientific institutions, compilation of the strategy for talent management in all scientific institutions., creation and application of government institutions for the supervision of talents.

Key-words:- talent, management, hrm, resources, satisfaction, turnover.

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1 Introduction

At the beginning of this paper, we will discuss the formation of the word talent from a linguistic point of view. The word talent was used for the first time in Hellenic Greece and derives from the Greek word talenton respectively from the Latin word talentum, which in the source of the word itself means the measurer of a gold coin. Therefore, the one who had talent means that he was an individual with special weight or characteristics, showing strong feelings in any of his actions. Of course, in Hellenic Greece, talents were distinguished in artistic activities where their talent prevailed over others, creating works of various artistic types [1]. So, based on the values of artistic works, their talent has also been measured. So, the word talenton is the symbol of the monetary unit worth 55 pounds or 20 kg of silver, where the value expressed in Hellenic currency was 7300 denarius, while the value of a denarius was the value of a worker's day's work. Based on these data, it is estimated that talent is worth at least twenty years of work from a simple worker, while today by the word talent we mean the individual who possesses special

characteristics and features in choosing complex problems in the fields and activities of different life.

The idea of talent management was born in the 90s, as a process to provide the organization with talented individuals, i.e. individuals who have great skills in the implementation and performance of defined work obligations and tasks [2].

Talented individuals, who possess special skills and talents, perform effectively in the workplace. Talent consists of those individuals who make possible a positive difference in organizational performance through their contribution. Talent management is the process through which talented individuals are identified, developed, recruited, supported and retained [3].

Talent management, as a comprehensive set of activities, aims to ensure the flow of talent in the organization, making clear the fact that talent is the organization's greatest resource.

Talent management is the implementation of integrated strategies or systems designed to increase productivity in the workplace, therefore the process

of talent management means the development, preservation and use of human resources, respectively people with the necessary skills and abilities, to meet the needs and an organization's current and future requirements.

McKinsey has reported that employers in the future will face fierce competition to find talent. Also, he has shown his concern in the recruitment of talented employees, due to the loading of labor markets. Since then, the field of study of talent management has grown and has been given special importance both in the literature and in organizational practices [4].

In their research, have estimated that "the success of the organization cannot be defined in a concise manner" without also using the talent management process. Therefore, the exact meaning of the term "talent management" is still not precisely defined, due to confusion regarding the many definitions, terms and assumptions made by authors who have written about talent management. The terms "talent management", "talent strategy", "succession management" and "human resource planning" are often used interchangeably in literature and scientific papers [5]

Today the term talent management, as a broader concept, is known to attract, retain and develop talent), and it is important for two reasons: first, talent management enables institutions or organizations to successfully attract, retain and develop talent for their needs and requirements. The second reason is that talent management should become an area of employee action within the organization [6].

Institutions as well as other public and private organizations tend to favor talented individuals. Individuals have the responsibility to use and exploit every opportunity that comes to them from the organization, to show the skills and talents they possess [2]. The ability of individuals is best seen in taking on tasks and responsibilities from the side of the organization, where the optimal solution to the created situations is required. In relation to scientific institutions, the individual must have this necessary additional skill, and one of them is having talent to work in scientific institutions, so when he is recruited in scientific institutions and tested for talent, first of all we must notice if the person is talented to be part of scientific institutions [7].

The role of scientific and academic research is inevitable in improving academic success in every university, institute and why not even for the state. According to Wall, a successful organization is one that can adapt to changes in the business environment over a long period, creating a structure of management and goals, as well as developments in the key competencies of employees [8].

Many different studies try to identify the key factors of organizational success, and as such they provide answers regarding the development of talent skills, which is considered a key success factor in any organization. So, human resources departments, in addition to solving specific problems related to human resource problems, should also choose the problems related to the selection of the right talents and able to cope with the situations that bring about the success of the institution or organization. In order to solve problems related to organizational success, HR must prepare its personnel to face challenges during the work process. One of these challenges is the demand for qualified and talented personnel. Unanimously, it can be said that qualified and talented personnel add value and play a very large role in determining organizational success. The best way to do this is to directly improve the performance of the organization. This is accomplished by effectively managing talent, which would directly impact HR strategies, as well as a host of other professional activities, adding value to the impactful effectiveness of HR development.

According to some general theories, which are related to the HR management approach, there is a consensus that talent plays a much larger role in determining organizational success. However, unfortunately, very often organizations fail to engage individuals who have the right knowledge and skills in the development of the work process, therefore organizations should focus on engaging the right individuals, positioning them in jobs where they are expected to make the required contribution. It should be noted that often business objectives are not related to individual competencies, but this is another problem of any organization and has nothing to do with engaging talented individuals

The main focus of this paper is the study regarding the effects of talent management as an influencing factor in the success of the scientific institutions of the Republic of Kosovo.

Therefore, the main question in this paper is:

The influence of elements (fluctuation, employee reward system and career management) within the talent management strategy in scientific institutions.

While the other research questions in this paper are:

P.K.1. Should scientific institutions have talent management strategies?

P.K.2. Is there a link between talent strategy and creating competitive advantage?

The paper will be limited to two aspects, the theoretical aspect and the research aspect. In theory, the limitation will be only in focusing on the effects of talent management, which includes talent career development and hiring management of new and old talent. Whereas, the other definition is the research one, where the study will be defined only in scientific and research institutes of the Republic of Kosovo.

2 Literature Review

Likewise, talent management is also considered as a process of additional management of human opportunities available to a talent to perform a task in the organization (consultation [4]).

McKinsey has reported that employers in the future will face fierce competition to find talent. Also, he has shown his concern in the recruitment of talented employees, due to the loading of labor markets. Since then the field of study of talent management has grown and has been given special importance both in the literature and in organizational practices. [5]

The mission of human resources is to provide added value to the services of staff in the organization, but providing these values also has difficulties in fulfilling the mission. These difficulties appear when the limited time for a certain action is extended. However, this expectation is often difficult to describe. Further, HR leaders will always be required to present plans and projects that support the strategy in organizational challenges. Here are some successful strategies, which are explored in the areas of talent retention and engagement. [6]

The responsibility of HR in relation to talent management is to identify the necessary investments in talent design and development, of course counting on the return on investment from talent in the organization. [11] HR should assess the ability of

decentralized leadership in the organization, implementing the actions needed to close gaps in talent identification [7].

HR's responsibility in relation to talent management is to identify the necessary investments in talent design and development, naturally counting on the return on investment from talent to the organization. HR should assess the ability of decentralized leadership in the organization, implementing the necessary actions to close the gaps in talent identification.

Process Perspective and preoccupation: Perspective is not a process that proposes the inclusion of all the processes needed to select people within an organization. This perspective believes that the future success of the organization is based on having the right talents - and means that the organization uses the management and education of talent every day in the life of the organization as part of the ongoing process [8].

Cultural perspective of instrumental commitment: Cultural perspective means the nature of talent behavior in the organization, influenced by market demand for distinct skills. This perspective believes in the principle that talents are necessary for achieving organizational success. This can best be seen, where each individual can be dependent on his talent in achieving success, due to the nature of the market in which they operate and also this is typical for organizations operating in the labor market [13], where within it the tasks are divided on a basis that implies the performance of its tasks [9].

Competitive Perspective and nominal commitment: Competitive perspective does not propose that talent management should be accelerated, in development paths for the best employees [10]), applying the same personal development process to everyone in the organization, but accelerating the process for high potentials. Therefore, the focus is on developing high potentials or talents that are faster than others [12].

2.1 Talent Career Development and Satisfaction at Work

In everyday speech the word "career" is used in different ways. The authors and researchers have presented two perspectives of the career concept. From the first objective point of view, by career we mean: the sequences of positions occupied by a person during his course of life. From the other point

of view, the subjective one, career consists in: changing the values, attitudes and motivations that occur as a person gets older.

As can be seen, both of these perspectives focus on the individual and both assume that the individual has some control over his or her destiny, which can manipulate opportunities in order to maximize success and career satisfaction [11].

The word "career" is used in different ways and has many connotations. Sometimes having a career is only used for someone who has a profession or whose professional life is well structured and involves steady advancement. But if we think of career as being something that every individual will consider as steps or stages of getting a job, then everyone has a career and that career is "anchored" by the person's own image in terms of competencies, motives or his / her values [12]. One might consider this as an "inner career" simply to distinguish it from what others might see from a person's work life. Everyone has some kind of picture of his / her life at work, as well as his / her role in this life. To distinguish "internal career" from other uses of the word, the term "external career" is used, which refers to the concrete steps required of a job or an organization to move forward through that job. Talent planning and career development has become a big business today, for several reasons [12]:

- Attention has been increased to the quality of work life and to the planning of individuals' lives.
- Pressure of various legal acts.
- Increasing the level of education.
- Small economic growth and reduction of opportunities for advancement.

A career planning is important for the fact that career success or failure is closely related to the identity, self-concept and satisfaction of the individual, for career and life [15]. Career planning is an ongoing process by which an individual defines his or her career goals and identifies the means to achieve them. Career planning does not only focus on promotion opportunities, as the current work environment has limited many of these opportunities [13]. At some point, career planning should focus on achieving success that does not necessarily mean promotion.

For years, researchers have tried to identify the main tasks that an individual performs during his or her working life and to organize these tasks at different

career stages, as early, middle and late stage [17]s. A large number of models have been proposed, but their accuracy has not been made possible to prove. There is little agreement on the fact that career stages are age related. Many theorists set age limits for each career standard, but these limits are very different. It is more understandable and acceptable to talk about time-related career stages, namely to define a "career hour", which begins to function at different moments, based on their experience and background. What we can analyze by observing a very large number of organizations and jobs, is the division of career stages in general in these intermediate periods [9]:

1. pre-career period, ie the choice of a field or educational preparation for entering a career;
2. formal training in the chosen field or workplace;
3. entering a workplace or organization;
4. period of learning, training and socialization;
5. period of full use of a person or talent leading to certain forms of permanent status, through the granting of a permanent membership, a professional license or one of the other forms of certification;
6. period of productive employment;
7. tendency towards administration, management or other forms of becoming a "leader" and
8. gradual disengagement, part-time work and retirement [11].

3 Methodology

In this paper the research area will be the effect of talent management, as one of the HR strategies, which affects the success of organizations and as the masterful part of the science of human resource management.

All of these research questions will be tested by hypotheses. So, the working hypotheses in this paper will be the many problems faced by scientific institutions in Kosovo, where it will be assumed that the satisfaction, preoccupation of employees and their loyalty to work affects the turnover of employees in the organization [16].

HA0- Institutions that do not possess the elements (satisfaction, preoccupation and loyalty of employees) of the talent strategy affect the turnover of employees of scientific institutions. or the assumption alternative

HA1- Institutions possess the elements (satisfaction, preoccupation and loyalty of employees) of the talent strategy affect the turnover of employees of scientific institutions.

It is assumed that the concept of employee benefits can bring about the solution of numerous problems, which are present in every organization. Based on the

reward system, which in itself possesses the beneficial elements, it can be concluded that this system affects SMT and as such organizations are better positioned in the competitive environment.

Therefore, the following hypotheses will be:

HB0- Where there are no elements, proper benefits, the reward system is coherent and the organization does not have a competitive advantage.

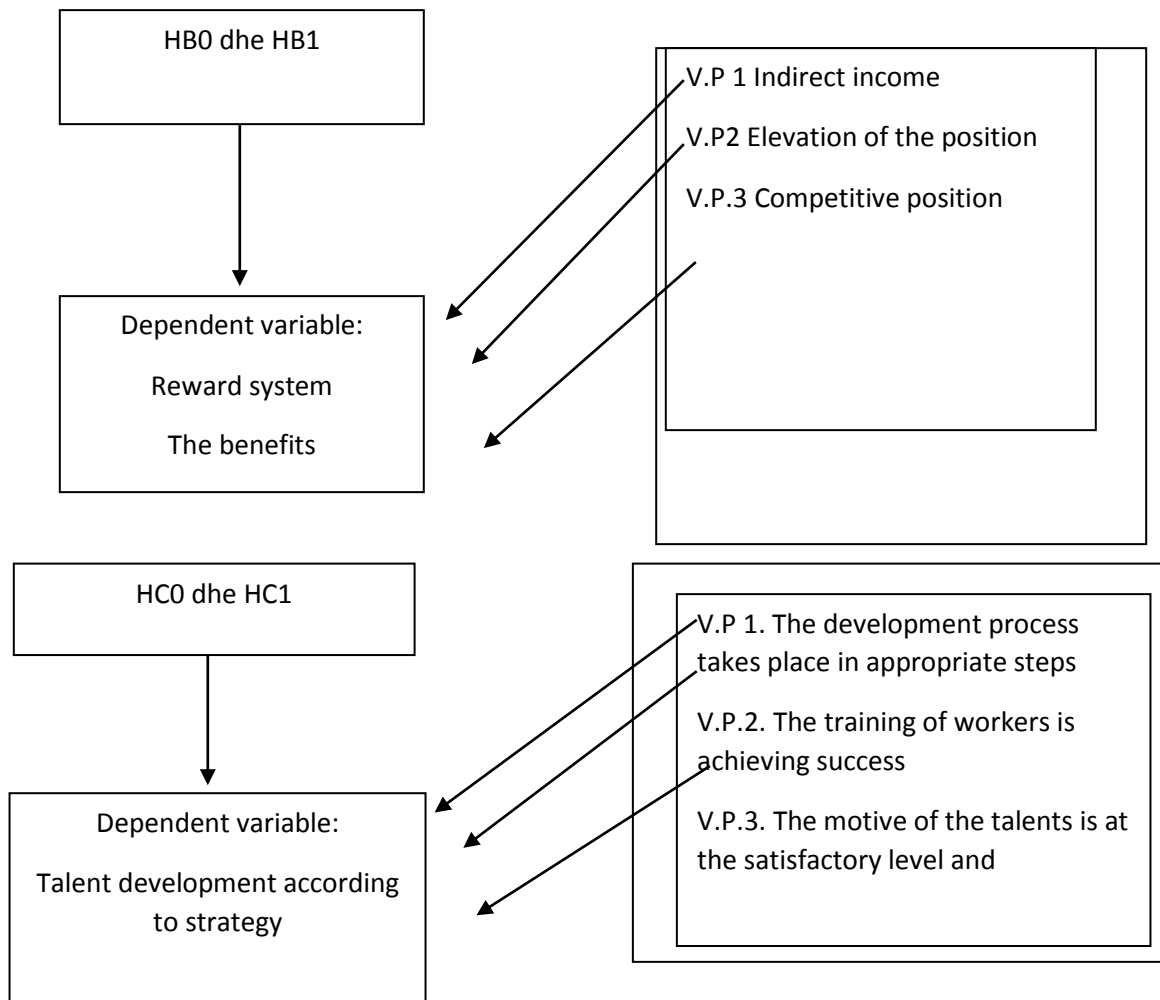


Fig. 1: "Design research variables"

This study does not stop only at the descriptive statistical data, but an important part of this study is done between the analysis of the results and the testing of the hypotheses between the empirical analysis of the econometric model for testing the connections that we will build. Many hypotheses were thrown at the beginning of this chapter, which will be interpreted according to the selected model, which is regression analysis.

In support of the selection of this econometric model for data processing and hypothesis testing, the following table reflects different studies that have a study object similar to the object of this study, that have similarities in the data and the form chosen by the researcher for their collection. Thus, perceptual data were used by these authors, which used the same econometric model that was chosen to be used in this study, the simple linear regression model and the

multiple linear regression model according to the least squares method (OLS).

This chapter first provides an answer to the question of why research and scientific institutes were chosen as the final target of the study. The supported approach in relation to universities is first reflected and then all the reasons why it was chosen are given. Everything is then interpreted by answering the question of why the university is so important in talent management and what is its key role in talent development.

3.1 Sample Selected in All Universities

The sample is based on an accuracy of $p = 0.05$, which statistically corresponds to an accuracy of 95%.

Table 1. Number of sample respondents from all universities

Gender	N
M	614
F	106

Table 2. Sample determinates

Determinant of the sample		
Confidential level		95%
Confidential interval		2,35
Population		1231
samples		721

The number of respondents and questionnaires, after excluding incomplete and incorrectly completed

questionnaires, is 179 respondents. Based on the cluster method, this number corresponds to the sample number and population. Before checking the goals of the research, the indicators of the variables were calculated, based on the performance of the interviewee, job satisfaction, preoccupation with work and loyalty to the job, as well as the organization of these components, which are also elements of talent supervision. From the data obtained, the arithmetic average of individual measures was measured, where the results show how many employees there are in this institution on average, are moderately satisfied with work and show a pronounced preoccupation with work and loyalty to the organization, which is characterized by a weak normative fidelity.

4 Analysis

To address the first problem of this study and to determine the differences between job satisfaction and preoccupation with work, as well as loyalty to the organization of entities which have the status of public workers and private workers, arithmetic differences were examined using t -test. Prior to performing the t-test the normal distribution was checked, using the Kolmogorov-Smirnov test. The distribution did not deviate significantly from normal. ($Z_{zad} = 0.975$, $Z_{zaok} = 0.737$, $Z_{afod} = 1.041$, $Z_{instod} = 1.498$, $Z_{normod} = 0.774$; $p < 0.05$). Table 1 shows the results of the t-test in measuring job satisfaction, work preoccupation, and the three dimensions of loyalty to the organization.

Table 3. Results of job satisfaction, work preoccupation and loyalty to the organization regarding the status of private and public researchers

Variables	Mean		Mean	
	Senior Researcher	Junior Researcher	Senior Researcher	Junior Researcher
Satisfaction at work	2,91	3,03	,438	,499
Preoccupation	3,21	3,59	,491	,512
Affective commitment	2,83	3,63	,676	,832
Instrumental commitment	3,32	3,55	,661	,660
Nominal commitment	2,29	3,00	,714	,904

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The results show that there is a statistically significant difference between employees of public and private institutions in their preoccupation with work, as well as in the three dimensions of loyalty to the organization. In this research, employees of public institutions showed low levels of preoccupation with work, as well as less emotional, important and normative commitment to the organization. Job satisfaction indicates for both groups a unique level between the subjects, which agrees with the optimal level of job satisfaction.

4.1 The Correlation and Job Satisfaction, Work Preoccupation and Loyalty to the Organization with Work Success

The second problem was to study the relationship of job satisfaction, job preoccupation and loyalty to the organization and the job performance of employees, as well as the goals of leaving the organization. To answer this problem, the correlation coefficient between these variables was calculated for each criterion separately and then the regression analysis

was determined, determining the relative contribution of each of these determinants in predicting the employment of talent and the purpose of the employed talent. to leave the organization. Although the Kolmogorov-Smirnov test showed that the distribution of performance results and the intention to leave the organization deviates from the normal distribution ($Zr.u. = 1.79, p < 0.01, Z_{n.no} = 2.59, p < 0.01$).

Tables 2 show the correlation coefficients between job preoccupation, job satisfaction and loyalty to the organization and other measures of employees working for the entire sample of respondents. From the beginning it has been established that there is a big difference between employees of public institutions and private employees. In the observed variables of almost all predictors, the correlations are presented separately for the sub-models of employees of public institutions and private employees. In this way, the impact of service duration or age is partially eliminated.

Table 4. Correlation analyses between variables

	Satisfaction at work	Preoccupation	Affective commitment	Instrumental commitment	Nominal commitment	Work success
Satisfaction at work	-	,141	,423**	-,042	,428**	,188*
Preoccupation		-	,509**	,301**	,408**	,332**
Affective commitment			-	,468**	,782**	,188*
Instrumental commitment				-	,439**	-,028
Nominal commitment					-	,160*
Work success						-

Based on the population sample, it can be observed that the variable preoccupation with work as well as job satisfaction plays a special role in keeping talented employees in the respective organization with a correlation force between 0.511 to 0.777 in the correlation of commitment to work. Also, the job satisfaction variable affects almost every correlation of the research work variable, ranging from 0,004 to 0.397. On the other hand, in a sample it can be concluded that only preoccupation at work is in a small correlation with work performance in the organization. Other correlations across the sample are apparent and are due to the association of forecast and criteria with a third variable, which are length of service, age, and employment status.

4.2 The Relation between Turnover Talent and Job Satisfaction, Work Preoccupation and Loyalty to the Organization

To obtain more detailed information about the predictive validity of job satisfaction, job preoccupation, and loyalty to the organization in

relation to their performance in the organization, regression analysis was conducted across the sample of respondents. Regression analysis includes all the variables mentioned earlier, as the determinant category, where it is shown that this determinant group possesses 22% of the accuracy variance.

Table 5. Regression analysis of variables

Variable	β
Satisfaction at work	,131
Preoccupation with work	,283**
Commitment to the organization	-,145
Commitment to the organization	-,083
Commitment to the organization	,059
Work experience	-,166
The statute of the new worker	,432**
gender	-,140*
	F= 7,09**
	R= 0,50
	R²= 0,25
	cR²=0,22

It can be concluded that there is a clear possibility of employee turnover in the studied organizations, because the beta parameter, which has to do with preoccupation with work, is below 0. Of course,

where the finding is completely accurate for each target subject of variables research.

To confirm the fluctuation in work, a correlation was made between the research variables in the following table.

Table 6. Purpose of turnover of workers from work

	Satisfaction at work	Z Preoccupation	Affective commitment	Instrumental commitment	Nominal commitment	The purpose of leaving
Satisfaction at work	-	,141	,423**	-,042	,428**	-,459**
Preoccupation		-	,509**	,301**	,408**	-,287**
Affective commitment			-	,468**	,782**	-,602**
<i>Instrumental commitment</i>				-	,439**	-,358**
<i>Nominal commitment</i>					-	-,600**
The purpose of leaving						-

The correlations between the variables of high organizational commitment and job satisfaction as well as low preoccupation at work, are negatively correlated. As for the models of employees of public institutions and private employees, it has been shown to be significantly negatively associated with the variable of the purpose of leaving the organization. The variables preoccupation with work and instrumental loyalty to work are not related to the

variable of the purpose of leaving the organization. However, preoccupation with work shows a low correlation, while the connection of other attitudes and intentions to leave the organization are high. This partly confirms our hypothesis, starting with all positions, that, in addition to preoccupation with work, they relate to the intent of leaving the organization.

Table 7. Regression analysis for the mentioned variables

Variables	β
Satisfaction at work	-,348**
Preoccupation with work	,103
Commitment to the organization the effective component	,199*
Commitment to the organization the instrumental component	-,194*
Commitment to the organization Normative component	,243*
Work experience	,206*
F = 17,432** R = 0,57 R² = 0,38 cR² = 0,18	

Source Own Research

For model testing coefficients variables was use ANOVA analyses

Table 8. ANOVA model and linear regression analysis

<i>Statistical regression</i>	
Multiple R	0,076949527
R Square	0,592123
Average R Squared	-0,491118156
Standard Deviation observation	0,574599767
	4

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0,003933	0,003933	0,011913	0,92305
Residual	2	0,66033	0,330165		
Total	3	0,664263			

Based on the tables and the regression graph and the Anova model, it is concluded that there is a great influence of these variables, where R Square is 0.592123 and Ste 0.574599767 and the significant level is 0.92305, which means that in four observation of the variables, the result is put in a bit and the acceptance or non-acceptance of the following hypotheses of category C can be

elaborated.

It can be concluded that HC1 is fully acceptable, because we have t stat 0.81 and F 0.49, which means that any enterprise, if it wants to achieve success in its work, must take care that, through professional development, to create the best possible career for its workers.

Table 9. Comparison between the talents of private and public universities

Talents are achieving career success based on training	The development process is done in the right steps and the training is appropriate	Talents are achieving career success based on training	The development process is done in the right steps and the training is appropriate
V1	V2	V1	V2
3,95	3,88	2,85	2,65
3,87	3,74	2,77	2,51
3,55	2,7	2,45	1,47
3,44	4,18	2,34	2,95
4,49	3,66	3,39	2,43
4,02	3,98	2,92	2,75

Source Authors own

5 Discussion

The dependent variable is the individual inputs (AMO) that in the model of this study are measured by individual skills, internal motivation for work and the opportunities for participation and self-expression that are given to the individual in his workplace.

While the dependent variables are human resource talent management practices, i.e. recruitment, training/development, motivation, job security, performance evaluation, talent career guidance, as well as compensation/reward, the whole system is also seen under the influence of the characteristics of the organization and interviewees such as the size of the organizations, public or private research, age, gender, years in public administration, status, number of dependents. The regression analysis shows that the recruitment coefficient $\beta_1=0.19471$ is statistically

significant, its value as expected is positive, so recruitment and individual inputs have a positive relationship between each other. Training and development also have a positive relationship with the dependent variable coefficient $\beta_2=0.0867411$ and it is statistically significant however its contribution to individual inputs seems to be smaller than that of recruitment, this is completely expected since the dependent variable are individual inputs and of course the recruitment process has a greater impact on individual inputs than training, this process would have a greater impact on the output of the individual. Motivation as a human resource management practice also has a positive relationship with individual inputs, this is shown by the positive sign and the value of the coefficient $\beta_3=0.543558$, this coefficient is statistically significant since the P-value <0.01 , also the value of this coefficient is relatively

big can be said to be the largest among all the values of other coefficients, which means that among the independent variables motivation has a rather large contribution on individual inputs, but theoretically also for motivation it should be the same logic as for training, but in fact it is not like that. The explanation that can be given in this case is that motivation directly affects the internal motivation of the individual at work, which causes motivation to have a high coefficient. Safety at work is represented by $\beta_4=0.0457699$ but this coefficient is not statistically significant since $p\text{-value} > 0.1$, however this coefficient has a positive value which represents a positive relationship with the inputs.

The performance evaluation is represented by $\beta_5=0.1288074$, this coefficient is statistically significant since $P\text{-value} < 0.05$, the coefficient value of this variable is positive which testifies to a positive relationship of job security with individual inputs.

Career direction is represented by $\beta_6= - 0.0673226$, as can be seen this variable has a negative value which means that career direction has a negative effect on individual inputs, however this coefficient is statistically significant as its $P\text{-value} < 0.05$.

Talent management is also a variable that has a negative relationship with individual inputs, this independent variable is represented by $\beta_7= - 0.0724287$, however this variable is statistically significant as $p\text{-value} < 0.05$. Compensation and reward is represented in this model by the coefficient $\beta_8=0.0915289$, its value is positive which testifies to a positive relationship with individual inputs, this coefficient is statistically significant since $p\text{-value} < 0.01$, in fact it is not expected that the compensation of this any major impact on inputs or on any dependent variable since, as has been repeated, the structure of compensations and rewards is well-defined in the public administration of Kosovo, so they cannot be used as a genuine instrument in the management of human resources. Male gender, status married civil, central and local Research and Scientific Institutes have presented negative values of their coefficients, so they have a negative relationship with individual inputs. The number of dependents has a statistically significant coefficient since $p\text{-value} < 0.1$, the value of this coefficient is $\beta_9=0.0300472$.

$R^2=0.5447$ which means that 54.47% of the dependent variable, i.e. individual inputs, is explained by the independent variable. To realize this, the number of observations was 500, the level of significance of this model is significant, in this way

we can say that the hypothesis does not fall and the alternative hypothesis is proven, that is, human resource management practices have an impact on the individual inputs of

Equation 1 in this case would have the form:

$$\text{'Individual inputs'} = 0.4038916 + 0.19471 \text{'recruitment'} + 0.0867411 \text{'training'} + 0.0457499 \text{'motivation'} + 0.1288074 \text{'job security'} - 0.0673226 \text{'career management'} - 0.0724287 \text{'talent management'} + 0.0915289 \text{'compensation'}$$

We now test the relationship of human resource management practices on outputs and individual job performance. After we do After the regression analysis, we notice that recruitment again presents a strong and positive relationship with individual outputs, the recruitment coefficient has the value $\beta_1=0.2631697$, this coefficient, in addition to presenting a positive relationship with the dependent variable, is also statistically significant as $p\text{-value} < 0.01$, so recruitment has a relatively large contribution to individual outputs. Training and development also have a positive coefficient $\beta_2=0.0850378$, this variable is statistically significant after $P\text{-value} < 0.05$, however the contribution of this variable to the independent variable is smaller than we would expect since it is also smaller than the coefficient that had the same variable in the input equation, as it is expected that in individual outputs training is perceived to have a greater impact. Motivation in this case also represents the variable that has the largest coefficient, its value in this case is $\beta_3=0.3400562$, this variable is statistically significant since $p\text{-value} < 0.01$, the value of this variable is positive, which means that there is a positive relationship with the dependent variable, i.e. individual output.

The next variable to be discussed is job security, the coefficient of this variable is positive which determines a positive relationship with the dependent variable individual output, the value of this variable is $\beta_4=0.1288074$ and is statistically significant since $p\text{-value} < 0.05$, but the same variable related to individual inputs was statistically insignificant. Meanwhile, the performance evaluation results in this positive value, so there is a positive relationship with the dependent variable individual output and its value is $\beta_5=0.577134$, but since $p\text{-value} > 0.1$ this variable is statistically insignificant.

Career direction is presented in this case with a positive value $\beta_6=0.0612814$ this coefficient is statistically significant since p - value < 0.05 . Meanwhile, the direction of talent is presented with a negative value and its coefficient has the value $\beta_7= -0.03776$, this coefficient is statistically insignificant. Compensation and reward have a positive value $\beta_8=0.0679575$ which is statistically significant. The male gender, private and public Research and Scientific Institutes present negative values of their coefficients, so they have a negative relationship with individual inputs. The number of dependents has a statistically significant coefficient since p - value < 0.05 , the value of this coefficient is $\beta_{19}=0.0315336$.

6 Conclusion

The main purpose of the study was to investigate talent management in public and private scientific institutions. Examining talent management, a study was made between the variables of preoccupation at work, job satisfaction and organizational commitment of employees at work.

Before looking at the basic purpose, it was decided to examine the differences between the three population groups in relation to their attitudes about the organization of work and their commitment to work. In the first group were employees of public university institutions, in the second group were employees of private university institutions and in the third group was the group of workers who work in secondary scientific institutions, dealing with the development of scientific activities.

Regarding job satisfaction, it has been assumed that employees of public scientific institutions are satisfied at the average level, while researchers working at private institutions are satisfied at the optimal level. Based on this assumption, some additional elements have been observed that affect job satisfaction, based on the two absorbed groups such as age and work experience. Older researchers, starting from 50 years and older, are very satisfied with their workplace, while among those under 50 years of age, the level of job satisfaction is low.

Regarding work dedication, it has been established that employees in private institutions are more dedicated to work than employees in public institutions, even though this assumption did not exist at the beginning.

Also, in this variable, it was observed that the elements that directly influence work commitment

are: reward and advancement or promotion in the work position.

The reward system in private institutions is richer than in public institutions, as well as the advancement of employees in these institutions is rewarded according to their merits and commitment, regardless of age and the period of time they have spent in these institutions.

During the research, it was found that the issue of a number of employees of public institutions, who are more motivated than those who work in private institutions, as the key element that has influenced this variable the most, is the safety of the workplace, as and distinguishing the institution's prestige and authority.

The assumptions of the career development variable are validated. So, it has been assumed that public university institutions invest below the average level in the professional career guidance of employees. On the other hand, it has been assumed that in private institutions great attention is paid to the career direction of employees. So, the element of approval of this assumption is signified at the value of 0.756 and Beta 0.675.

Older employees who have tenure in the institution have shown a higher level of loyalty to the organization of workers who have junior status ($t = -6.88$, $p < 0.01$, $t = -2.25$, $p < 0.05$, $t = -5.59$, $p < 0.01$). These results are expected to be at least at this level, and previous studies have shown a low but consistent correlation between age and length of service with organizational loyalty.

Also, some employees have not agreed with the values and goals of the organizations, because the organizations have not invested in their personal objectives.

The problems discussed are made for one purpose only. It is also the fundamental objective of this paper - the level of talent management. The elements of variables used were in the focus of finding any process related to MT. However, despite all the positive developments that have been observed in scientific institutions, it cannot be concluded that in these institutions there are initiatives for the treatment and systematization of talents, because none of the HR departments of these institutions have plans on how to evaluate talents or individuals. inclined to science. Especially in most public institutions, they have not yet planned the Human Resources Strategy.

On the other hand, in the Republic of Kosovo, no institution trains and certifies talented individuals for various activities. So, the absence of these agencies may be the reason why such an action is not practiced even in scientific institutions, just as the institutions of other countries act, such as in the USA, where, in addition to other agencies that deal with talents, they have also established the State Association of Talents (AST).

Therefore, we can conclude that: Talent is born, but not having the opportunity to show ability at work, preoccupation at work, loyalty to work, as well as receiving deserved benefits, etc. Inborn talent may even disappear or remain untapped.

It can be concluded that this is the first study that deals with the issue of talent management in scientific institutions in the Republic of Kosovo.

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