



Explaining Human Resource Strategies and Talent Management of Government Organizations in Iran and Presenting a Desirable Model

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Abstract

This research has been conducted with the aim of explaining the relationship between human resource strategies and talent management with regard to the mediating role of basic knowledge employees in government organizations in Kerman province. The existing research is applied and developmental in terms of practical purpose and descriptive-correlation research method. The statistical population of the study includes all employees of Kerman government organizations in 1398 with 8675 people and sample size using Cochran's formula is 367 people. Which have been selected by stratified sampling method in proportion to volume? The information collection includes three researcher-made and standardized questionnaires. Structural equation modeling using amos22 software has been used to analyze the data. The results showed that the relationship between human resource strategies and talent management has been appropriate.

Keywords: Human Resource Strategies, Talent Management, Governmental Organizations, Kerman Province

Introduction

Research is a group work, and each research study, while being based on previous studies, is itself an introduction and a basis for future studies. The greater the number of possible connections and links of knowledge are the biggest significance and contribution of that study to the development of human knowledge. The question is where the main ideas and concepts of the research come from and how they can be related to each other to develop a hypothesis. These ideas and concepts are extracted to some extent from the researcher's own idea and to a

significant extent from previous works called writings, literature, or research journals. Previous works are, in fact, a leap forward for the works that must be based on them and also expand them. Besides, a careful review of major studies in a field of interest can provide valuable guidance to the researcher in terms of helping in interpreting earlier findings, selecting among different explanations, or representing useful applications, and clarifying overlaps, blocks, and gaps existing in a specific field (Hughes & Rog, 2018). In this paper, with the subject of explaining human resource strategies and

talent management, the issue and the significance of the subject and the concepts and theories related to variables have been discussed. Based on the conceptual model, the hypotheses were presented, and after analyzing the data related to them, they were discussed, and finally, the conclusion was made.

Statement of the problem

Organizations have each been created in some way to obtain a goal or goals. Some of these organizations have disappeared spontaneously or practically after achieving their goals, and some have survived by changing their goals. In any case, organizations are tools and means to realize the goal. But in many cases, organizations become a cumbersome tool, and sometimes they themselves thwart the achievement of goals. This is where the staff and human capital and paying attention to their needs and desires and their performance in the organization become very significant. Due to the increase in knowledge and awareness of employees and the entry of specialists into organizations, the need to pay attention to the demands of employees within the organization has also augmented. In fact, due to the increasing competition between organizations and in order to pay attention to organizational change and revolution, every organization seeks to have an efficient performance, and this has attracted the attention of researchers in the field of humanities. Comprehending issues related to organizations results in their greater impact (Tajaddin & Ma'ali Tafti, 2011). How employees perform accurately and comprehensively is one of the main concentrations of human resource research (Bamberger & Fiegenbaim, 1996). So, organizations are constantly looking for new

ways to maximize the performance and effort of their employees. In spite of the growing use of information technology, there is still a gap in the efficiency of the organization and the performance of employees. Now, there is a strong belief that the performance of an organization largely depends on the efforts of employees that go beyond the defined role requirements. Therefore, organizations should pay attention to issues and factors related to employee performance and try to detect these factors. In the past, in their studies to scrutinize the relationship between job behaviors and organizational effectiveness, researchers mostly focused on the intra-role performance of employees, almost a decade and a half ago, researchers have distinguished between intra-role performance and extra-role performance (Tonkenejad & Davari, 2009). Organizations need to properly use and apply this very significant and vital force for more productivity and development, and to strengthen the creativity and motivation and improve the performance of employees, they have no choice but to pay attention to their opinions and ideas, or create ways to remove their concerns (Bamberger & Mesoulan, 2005). To realize these goals, human resource management is required.

This era, which is called the age of knowledge or wisdom, the development of information and communication technology has put human society in general, and industrial society and commercial organizations in particular, in a position to think of new instruments to survive, because the protection of material capital is not a competitive factor. In the present age of knowledge-based, in which knowledge is the least capital of organizations, there should be a different approach to the problems of the organization and employees. Changing the nature of the activities of organizations



to knowledge work has caused the growing significance of knowledge-based employees in organizations. In knowledge-based management, maintaining and keeping knowledge-based employees is the intellectual capital of the organization and the minimum assets of the organization; therefore, the retaining these people in the organization can be very significant. The fame and greatness of large organizations and companies is not only the existence of more physical or financial assets, but also because of their human capital and knowledge and skills. Accordingly, the success of any organization depends on the use of successful, efficient and capable human resources, and the use of appropriate indicators in their selection and training. In this regard, recognizing the characteristics of knowledge-creating employees provides an indicator for the selection and recruitment of human resources in the knowledge sectors (Philips, 1991). These features can also help human resource managers to design and develop effective empowerment and training programs. The first step in this way is to clarify the characteristics of knowledge-creating employees that will create an indicator for the selection and absorption of human resources in the knowledge sector. Losing good employees imposes huge costs on the organization; even if an organization pays the costs of not paying attention to identifying human resources, it may not be able to absorb suitable employees for a long time. Nowadays, in most countries while occupation is still an unresolved issue, as a result of the advent of new technologies, and opening of new markets, the considerable increase in demand for absorbing human resource and paying attention to customer satisfaction is more than the supply of human resources market. It is therefore indispensable that organizations identify and maintain these crucial assets. In the field of

competition, the most successful organizations are those that can manage their human capital in effective and efficient ways. This requires recognizing the challenges and risks of maintaining a knowledge-based human resources and how those risks take place (Poursarajian, 2013). However, to access active and passive applicants, there should be a plan. In other words, nowadays, it is believed that human resources are the most important competitive advantage and organizational capital, and thus, the valuable role of talents in the organization is emphasized, and their appropriate management is considered very significant and sensitive. With the advent of terms such as talent management, we are witnessing a paradigm shift from traditional human resource management to modern human resource management that includes paying attention to organizational elites. At the same time, attracting and retaining talents are one of the first steps in talent management. Therefore, the basic research questions are:

What relationship can the organization's human resources strategies have with the talent management of the employees of government organizations in Kerman province?

What appropriate model can be presented in the field of this research?

Significance and necessity of conducting the research

The job performance of employees in organizations, companies and institutions is affected by various and diverse factors. There are various methods to solve problems that have led to low performance (Khaneshenas, 2015). In other words, today, what is still the first priority in the age of technology is human resources, which is an important factor in the organization in terms

of thinking power, creativity and innovation, because any productivity, change and improvement in rich and organizational systems and processes is done by human being. Using the intellectual capacity and capabilities of the organization's employees, which is named as the hidden capital, needs the creation of structures that can recognize the capabilities of the organization's employees and make decisions based on them. Human resource as the main source of manpower and funding agencies includes factors such as creativity, self-esteem, achievement, learning, thoughtfulness, spontaneity, flexibility, job mobility and independent (Chadwick, 2005). Therefore, the loss of good employees imposes weekly costs on the organization. Even if an organization can pay the cost of losing and not paying attention to identifying basic knowledge, it may not be able to attract appropriate employees for a long time. Today, in most countries, while independence is still an unresolved issue, the most successful organizations are those that can manage their human capital effectively and efficiently, and this requires identifying the challenges and risks of keeping knowledgeable employees and the way it happens (Grisham & Zachary, 2010).

Nowadays, in addition to financial and technological resources, organizations are concerned about absorbing talented and capable people, which can not only be a competitive advantage of the organization, but can also compensate for the lack or shortcoming of other resources. In the existing competitive environment and in an environment where continuous change and incessant innovation is its main feature, only organizations that understand the strategic role of their human resources and have skilled, knowledge-based, competent, elite, capable and talented human resources will succeed. Talent management assures

organizations that they have qualified people with the right skills and in the right job position. Talent management has phases including: identifying and attracting talents, retaining and keeping talents, and developing talents. Today's organizations are no longer looking to hire, but to attract talents; this is called a talent battle or a battle for obtaining talent (Ebrahimi & Fathi, 2016).

The theoretical framework of research:

In this research, talent management has been considered as a criterion variable, a variable whose changes are tried to be interpreted and explained by human resource strategies as predictor variables and mediating variables of knowledge-based employees. As clear actions are conducted to attract customers, attracting organizational talent must also be done methodically. The best strategy to succeed in the competition of attracting talents is not to gather all the talented people, but to attract the most suitable people. In other words, it is discovering, attracting, managing and interacting with people who can be motivated, committed and efficient in the company work environment (Mitchells et al., 2010). One of the most common models presented in the field of talent management is factor model 4 of Phillips and Rapper. This model includes the following factors:

1. Attraction: One of the most significant processes in talent management is attracting talented people. Selecting and attracting the right people based on appropriate indicators is always one of the problems in organizational systems. For example, Google spends 187 hours for each person to select the right and appropriate person. In order to attract talents, creating an organizational brand and introducing the unique features of the organization to the



audience is very important (Cheong & Tsui, 2010).

2. Evaluation: Nowadays, the use of objective methods of performance measurement such as psychological evaluations, behavioral interviews, personality evaluations, and job knowledge tests to select and adapt the job has become more prevalent (Cheong & Tsui, 2010).

3. Development and improvement: Because of the unique characteristics of talented people, development and improvement strategies must also be very special and distinct. In the subject of talent improvement, the most important role is played by operational managers (direct managers of individuals). It is the managers who need to understand what makes each employee stronger. Another solution is to encourage employees to take responsibility for their personal development and improvement. For example, employees can be asked to state their improvement and development needs. This factor (questioning the individual in the matter of development) also leads to the revelation of hidden talents (Cheong & Tsui, 2010).

4. Employee retention and preservation: Employee retention is very closely related to the organization's performance management system. It is very important to pay attention to the challenges and expectations of the younger generation in order to keep them. Talents put pressure on the organization to continually and persistently improve their capabilities and competences. In this regard, developing a kind of meritocracy approach is one of the main strategies (Cheong & Tsui, 2010).

(Armstrong, 2015), by mixing employee control-based models and labor market-based models, have introduced a two-dimensional model as an integrated model, based on which the decision-making model for selecting the human resource strategy

has two main questions as a strategic reference point. The process of developing this model is based on a growing (natural) attitude, but some instruments of intellectual thinking are also used in it. Strategic reference points, as an intermediary, have connected the tendencies of political power in the organization with a scientific approach in human resources strategy. The integrated model by (Armstrong, 2015) includes two dimensions (how to control and power supply market), and ultimately leads to the extraction of a paternalistic, contractual, committed and secondary strategy. The strategic reference points are determined through using the characteristics of the jobs, the expected characteristics from the employees and the characteristics of the human resources subsystems.

Considering the view of the strategic reference points theory and the theoretical views of (Rezaian, 2015) (3), a third hybrid model was proposed as a solution in the formulation of human resource strategy by (Armstrong, 2015) (4). Combining different views in the field of human resource strategy formulation, these two intellectuals proposed an integrated approach that includes two dimensions of "providing resources (making or buying)".

(Rezaian, 2015), by mixing employee control-based models and labor market-based models, have introduced a two-dimensional model as an integrated model, based on which the decision-making model for selecting the human resource strategy has two main questions as a strategic reference point. The process of developing this model is based on a growing (natural) attitude, but some instruments of intellectual thinking are also used in it. Strategic reference points, as an intermediary, have connected the tendencies of political power in the organization with a scientific approach in human resources strategy. The

integrated model of (Soltani, 2013), includes two dimensions (how to control and power supply market) and "controlling the process or the result" in order to determine strategic reference points. The dimension of "resource provision" means the degree or amount to which the human resource strategy pays attention to providing the necessary skills or competencies within a free market. The second dimension of "control" is the degree to which the human resource strategy addresses the issue of monitoring the behavior of employees, which is the same as controlling the results or the process (Handfield & Axelrod, 1997) through combining two types of resources, four types of human resource strategies are obtained, which are as follows:

Secondary strategy

This strategy is appropriate for simple, repetitive, and standardized jobs that the needed workforce is sufficiently available in the labor market outside the company, and there is no need to train and maintain these employees. In other words, if there is no need or dissatisfaction with any of the employees, it is easy to cut them off and, and if necessary, hire new employees with the least training and cost of the same jobs (Shams Zare et al., 2017).

Paternalistic strategy

This strategy also applies to simple, repetitive, and standardized businesses, with the exception that the company management tends to retain and improve existing employees and harmonize them with the company's organizational culture. So, if there are vacancies, they will be filled by promoting existing staff (Tahmasebi et al., 2013).

Contractual strategy

This strategy is suitable for those complex and specialized jobs that bring a high cost for permanent and formal employment of the relevant expert for the company; as the company needs these types of job in short periods and temporarily. Therefore, these experts are usually invited to cooperate with high amounts of money, only to provide consultation or to carry out a part of a project, and after the completion of the project, they return to the labor market to provide services in similar cases. Albeit, some organizations (especially virtual organizations) also meet the constant need for their own experts by using the temporary or unnecessary services of these experts; the management of these organizations has been able to exercise its complete control over the specific knowledge of the organization as well as its evaluation and promotion instruments (Tahmasebi et al., 2013).

Committed strategy

This strategy is also used for complex and specialized jobs, with the difference that active experts in these jobs are constantly needed by the company, and as in many cases, they are proficient at the complex production network and special knowledge needed by the company, it is not easy to replace them. Therefore, it is necessary to have an effective approach to the internal labor market of the organization; that is, developing and training the company's experts, and strengthening their commitment and loyalty to the organization, in such a way that these experts, in the face of a secure and dynamic career future, ignore the higher salaries and benefits of the labor market outside the organization. In the theory of strategic reference points, a three-dimensional matrix is used to determine the reference points, which includes the internal



conditions of the organization, the external conditions of the organization and time (Hand field & Axelrod, 1997). The theory based on strategic reference points is basically based on the intellectual planning approach, but (Bamberger & Feigenbaum, 1996) use several theories such as theory of motivation, theory of strategic goal and theory of dependency on references that by considering different perspectives, a wide range of potential reference points can be provided by which the organization can create some patterns (Bamberger & Feigenbaum, 1996).

In the model proposed by (Shams Zare et al., 2017), human resource management is inspected from two aspects: the goals or

purposes of human resources and the ways (means) to achieve the goals. The goals that human resource management seeks to reach are: the scope of the employees' role, the combination (skills) of the workforce, the expected competency, the expected commitment, the quick flexibility and the compatibility (the compatibility of the various parts of human resources). In this model, three instruments for achieving the goals of human resource management can be found: "Supply subsystem", "Performance evaluation and reward subsystem" and "Employee relationship subsystem" (Shams Zare et al., 2017).

The conceptual model of the research

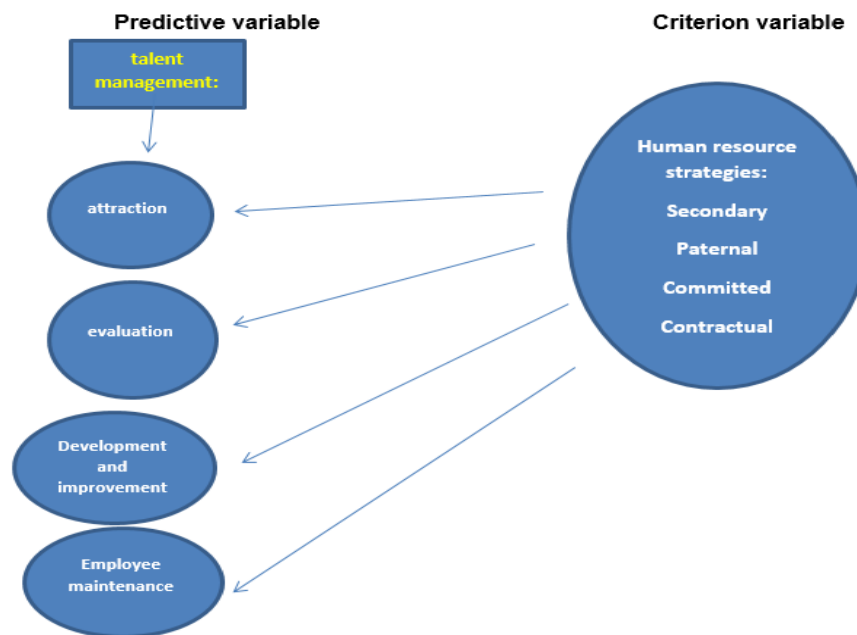


Figure 1. Conceptual model of research

Research Hypotheses

The main research hypothesis:

There is a significant relationship between human resource strategies and talent management (Figure 1).

Research sub-hypotheses

Secondary strategy has a significant relationship with talent management.
 Paternalistic strategy has a significant relationship with talent management.
 Contractual strategy has a significant relationship with talent management.
 Committed strategy has a significant relationship with talent management.
 The presented model has a desirable fitness to clarify the relationship between human resource strategies and talent management in government organizations in Kerman province.

Methodology

The current research is an applied and developmental research in terms of purpose and a descriptive correlational research method in terms of method. And the data has

been collected through field study using a questionnaire. The statistical population of the study includes all employees of government organizations in Kerman province. Based on the statistics of the program and budget organization of the province. All employees of government organizations in Kerman province in 2019 were 8675 people, and the sample size using Cochran's formula was 384 people who have been chosen by stratified random sampling method.

Results

In data analysis and elicitation of the results, first the data were descriptively analyzed. Based on the results of this analysis, the frequency and frequency percentage of the respondents in each of the demographic variables have been indicated in (Table 1).

Table 1. Frequency and frequency percentage of respondents based on demographic variables

Variable	option	Frequency	Frequency Percentage
Gender	46.1	177	Female
	53.9	207	Man
Age	30 years and less	84	21.9
	Between 31 and 40 years	99	25.8
	Between 41 and 50 years	106	27.6
	51 years and older	95	24.7
Education Degree	Associate Degree	19	4.9
	bachelor	162	42.2
	M.Sc.	148	38.5
	P.H.D	55	14.3
Years of working	Less than 5 years	36	9.4
	Between 6 and 10 years	85	22.1
	Between 11 and 15 years	96	25.0
	Between 16 and 20 years	78	20.3
	21 years and more	89	23.2

In (Table 2), descriptive statistics including mean, standard deviation, for each of the research variables and their dimensions have

been presented to evaluate the desirability of t-level of single sample. In addition, the results of testing research variables in



government organizations in Kerman province have been presented in this table.

Table 2. Descriptive statistics of research variables and the results of examining their desirability level

variable	Mean	Standard deviation	Theoretical mean = 3.00	
			t statistics	p-value
Human resource strategies	3.45	0.95	9.22	0.001
Secondary strategy	3.21	0.81	5.05	0.001
Paternal strategy	3.44	0.89	9.71	0.001
Contractual strategy	3.47	0.92	10.03	0.001
Committed strategy	3.37	0.94	7.82	0.001
talent management	3.17	0.81	4.16	0.001
Recruitment	3.11	0.82	2.61	0.009
Continuous evaluation	3.04	0.82	0.96	0.339
Employee maintenance	3.15	0.75	3.96	0.001
Development and improvement	3.21	0.79	5.24	0.001

In single sample t-test, the mean obtained for each variable was compared with the theoretical mean (3). According to the results of the general level table, two variables (human resource strategies and talent management) and most of their components in the studied population are at the desired level. Considering that in this research, structural equation modeling has been used to test the proposed model and research hypotheses, first, the presumptions of using structural equation modeling for each of the research variables were scrutinized. The first presumption in using structural equation modeling is the distance of the measurement scale of research variables; that based on the scale (Likert scale) used, this presumption is valid. The second presumption is to modify the lost data and delete the outlier data, which was not the case in the analysis of the research data. The third presumption is related to the normality of the data. One of the ways to study the distribution of data is to use the

skewness and peakedness coefficients of the research variables. The critical ratios of skewness and peakedness calculated for the variable of human resource strategies were (-0.45) and (0.29), respectively, and for the variable of talent management, they were (0.57) and (0.51), respectively, all of which are in the acceptable distance between ± 2 . Therefore, the distribution of data is normal for both variables.

Due to the validity of these presumptions, as well as the appropriateness of the validity of measurement tools, two models were tested by structural equation modeling; the first statistical model implemented to test the main hypothesis of the research has been shown in (Figure 2). The fit indices presented in (Table 3).

show that the predicted model of relationships between research variables has a good fitness.

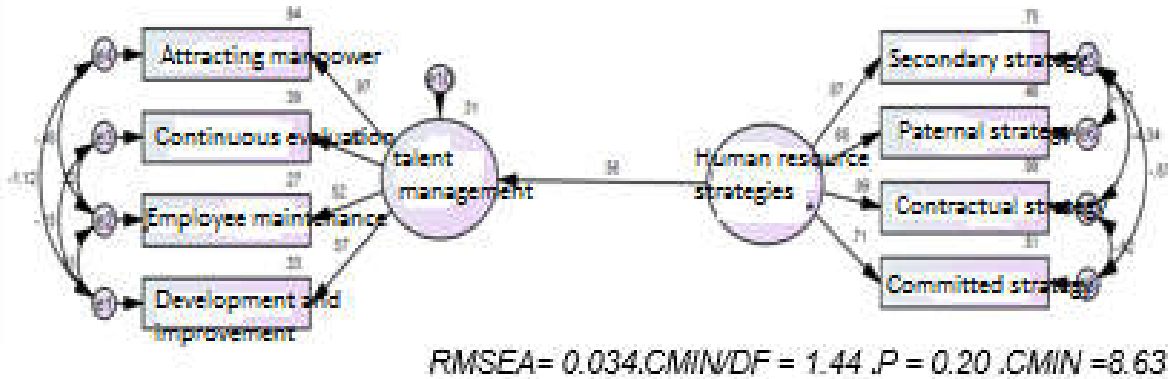


Figure 2. The first structural model of research

Table 3. Goodness of fit indices of the first structural model of the research

Pattern fitness indices	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
Fitted pattern	8.63	6	1.44	30	0.195	0.99	0.97	0.99	0.99	0.99	0.99	0.034
Optimal values	= df	-	< 3	-	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from the test of the above model display (Table 4) that the direct effect of human resource strategies on talent

management ($P < 0.05$, $t = 5.59$, $\beta = 0.57$) is positive and significant, which confirms the main hypothesis of the research (Table 4).

Table 4. Path coefficient and significance of the main research hypothesis

Relations	Path coefficient	t -statistic	p-value	Result
Human resource strategy → Talent management	0.57	5.59	0.001	acceptance

In the continuance of the second statistical model to test the four sub-hypotheses of the research, which is in the field of the relationship between the components of human resource strategies (secondary,

paternal, contractual and committed strategies) with the variable of talent management in Kerman government organizations, another model has been presented (Figure 3).

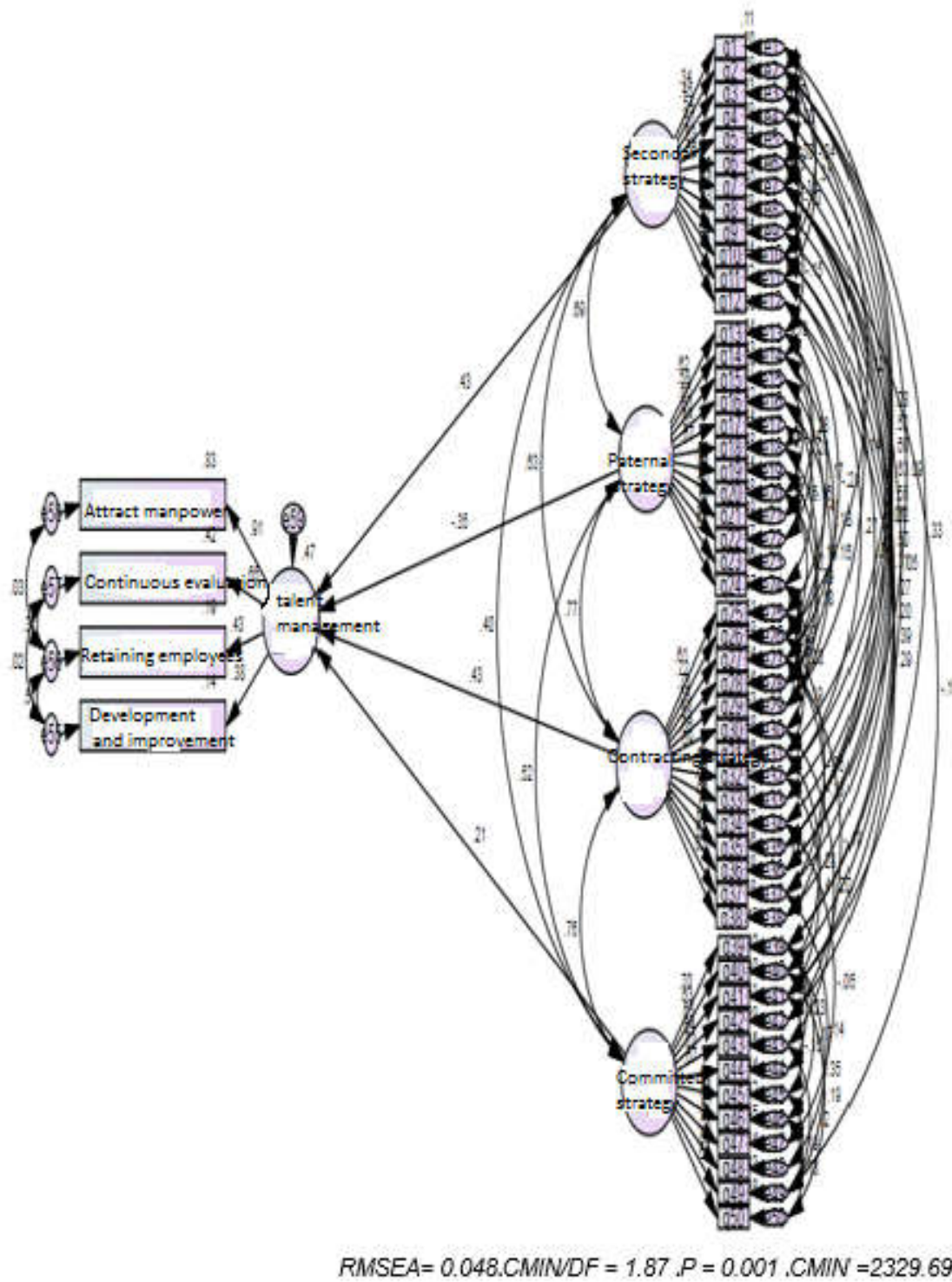


Figure 3. The second structural model of research

Table 5. Goodness of fit indices of the second structural model of the research

Pattern fitness indices	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
Fitted pattern	2329.69	1248	1.87	237	0.001	0.83	0.80	0.91	0.89	0.91	0.82	0.048
Optimal values	= df	-	< 3	-	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from the test of the above model show (Table 5) that the direct effect of secondary strategy and talent management of employees in government organizations ($P < 0.05$, $t = 3.44$, $\beta = 0.43$) is positive and significant, and this confirms the first sub-hypothesis of the research. The direct effect of paternal strategy and talent management of employees in government organizations ($P < 0.05$, $t = 3.15$, $\beta = -0.35$) is negative and significant, which confirms the second sub-hypothesis of the research.

Also, the direct effect of contractual strategy and employee talent management in government organizations ($P < 0.05$, $t = 3.25$, $\beta = 0.43$) is positive and significant, which indicates the confirmation of the third sub-hypothesis of the research. The direct effect of committed strategy and talent management of employees in government organizations ($P < 0.05$, $t = 2.16$, $\beta = 0.21$) is positive and significant, which confirms the fourth sub-hypothesis of the research (Table 6).

Table 6. Path coefficient and significance of research sub-hypotheses

Relationships	Path coefficient	t -statistic	p-value	Result
Secondary Strategy → Talent Management	0.43	3.44	0.001	acceptance
Paternal strategy → Talent management	-0.35	-3.15	0.002	acceptance
Contractual strategy → Talent management	0.43	3.25	0.001	acceptance
Commitment strategy → Talent management	0.21	2.16	0.031	acceptance

Discussion

According to the results obtained from the research, there is a positive and significant relationship between human resource strategies and talent management, that is, when human resource strategies are useful and constructive, talent management in the organization is better. In line with these results, (Grisham & Zachary, 2010) in a study, concluded that the existence of human resource strategy is effective on four indicators in talent management, namely talent discovery (absorption), talent

development, talent assessment and talent preservation. (Shams Zare et al., 2017) concluded that human resource management processes can contribute in managing the talent of employees. (Tajaddin & Ma'ali Tafti, 2011) presented that factors such as providing reliable and relevant information when hiring, assigning jobs based on the competency, having a clear and vibrant career path, effectiveness evaluation system and effectiveness payment system are influential in human resource management. (Armstrong, 2015) declares that human resource strategies can significantly affect



on talent management. Thus, when the organization gives special privileges to people with high skills and expertise, uses various and attractive incentive policies to retain skilled and capable human resources, hires special human resources for complex and special positions and jobs, and having specialized people for the organization is a main policy for any organizational position, if necessary, it spends a lot to get advice from experienced and specialized people, it attracts skilled and experienced people temporarily with high economic incentives, to attract specialized and expert manpower to carry out each part of important specialized projects, the organization temporarily hires specialized and experienced human resources for each project, pays a lot of money to attract and disseminate knowledge of skilled and specialized people in each field, seeks to attract skilled and talented people for each project, cares more about the expertise and skills than anything else when outsourcing its projects to companies or individuals outside the organization, outsources most of the work to outside companies rather than hiring manpower for it, and to reduce costs, outsources various departments to external contractors periodically, in which case the managers of the organization try to identify talented employees, and talented and hardworking employees are rewarded, the organization searches and selects top graduates and innovators, and to identify capable and talented employees specializes in interviews with various employees, and defines the competencies and advantages that managers have in their mind, and communicates them to others, a system and a working group are created in the organization to predict the potential talents of employees, the strengths and weaknesses of each employee are measured, employee evaluation is done based on their

competence and capability, evaluation of employees' performance is done periodically (quarterly or annually), training courses are held inside or outside the organization to develop employees' professional knowledge, managers and bosses strive to share their professional experiences with deputies and staff, helping people develop their skills to do a better job, talented and capable employees are retained through timely payment of salaries, talented and capable employees are given special rewards, to compensate for the services of talented employees, they are allowed to participate in decision-making and management of affairs, and employees' salaries and bonuses are given based on their skills, training and education.

The results display that there is a positive and significant relationship between secondary strategy and talent management. That is, when the secondary strategy is used more, talent management in the organization gets better. That these results are in line with the findings of (Grisham & Zachary, 2010), (Shams Zare et al., 2017), (Tajaddin & Ma'ali Tafti, 2011) and (Armstrong, 2015) which presented that human resource strategies including secondary strategy can be effective on improving talent management in organizations. Therefore, when the organization's strategy is based on the fact that manpower is an important issue for the organization, the organization strives to satisfy the manpower, retaining specialized and experienced manpower is part of the organization's policies, manpower training is important for the organization, the organization tries to retain skilled and specialized employees, the organization values being commandable and obedient less than the ability and expertise in absorbing the manpower, in that case, in the organization, exploration, discovery, selection, maintenance, development and

improvement, employment, and reconstruction of the workforce are done efficiently and continuously, and the innovation of that organization will increase, managers strive to identify talented employees, reward capable and hard-working employees, give employees the opportunity to prove their abilities and talents, and support people who are eager to perform better. And the organization searches and selects top graduates and innovators, and scientific and field efforts are made to select talented and capable employees, and the harmony is made between staff positions and their abilities and talents.

Based on the results, there is a negative and significant relationship between paternal strategy and talent management, that is, when paternal strategy is used more, talent management in the organization does not improve. These results are in line with the findings of (Grisham & Zachary, 2010), (Shams Zare et al., 2017), (Tajaddin & Ma'ali Tafti, 2011) and (Armstrong, 2015) that represented that human resource strategies such as paternal strategy can not be effective on improving talent management in organizations. Therefore, when in the organization, only the existing manpower in the organization is considered enough for filling the vacancies, and only the existing manpower is used in selecting a person for a new position, and no attention is paid to the expertise or lack of a person to hold a new position, the organization defines routine and repetitive tasks for employees, and regardless of the ability and competence of employees, it shows a great desire to retain experienced employees; in this case, talent management does not play a very significant role. The organization also strives to inculcate its values to employees and the compatibility of employees with the organizational culture is more important to

the organization than their ability and skills. Regarding the result of the hypothesis that confirms the negative relationship between paternal strategy and talent management, the organization should work practically to improve talent management and retain talented and capable employees in this area, and talented and capable employees will be given special rewards and will be allowed to participate in decision-making and management affairs.

Other results of the research display that there is a positive and significant relationship between contractual strategy and talent management, that is, when contracting strategy is used more, talent management in the organization gets better. These results are in line with the findings of (Grisham & Zachary, 2010), (Shams Zare et al., 2017), (Tajaddin & Ma'ali Tafti, 2011) and (Armstrong, 2015) that represented that human resource strategies including contractual strategy can be effective on improving talent management in organizations. Accordingly, when the organization tends to give special privileges to people with high skills and expertise, uses diverse and attractive incentive policies to retain skilled and capable manpower, the organization tries to hire specialized and skilled manpower temporarily and with special privileges, hires special manpower for complex and special positions and jobs, it becomes a main policy for the organization to have people of expertise for each organizational position, if necessary, it spends a lot of money to get advice from experienced and specialized people, attracts skilled and experienced people temporarily with high economic incentives, and absorbs specialized and expert human resources for each part of the specialized projects; in that case, the managers of the organization try to identify talented employees, and capable and hard-working employees are rewarded,



employees are given the opportunity to prove their abilities and talents, people who are eager to work better are supported, the organization searches and selects top graduates and innovators, conducts specialized interviews with capable and talented employees to identify capable and talented employees; for selecting talented and capable employees, their records are reviewed and researched locally, and efforts are made to hire employees who have high social relationships and sense of social responsibility in positions that are related to the clients. And (Armstrong, 2015) showed that human resource strategies, including committed strategies, can be effective in improving talent management in organizations. Accordingly, when the organization pays special attention to the development of skills and knowledge of employees, it uses renowned professors and professionals to improve the knowledge of its employees.

Conclusion

The in-service training organization should be purposeful and under special supervision, the organization should pay special attention to attracting and permanently hiring specialized people, the organization should try to permanently absorb people with superior and special talent at the right time, make great efforts to commit skilled and specialized staff, and the organization should consider special financial and non-financial incentives to keep experienced and specialized employees committed; and in that case, there will be a lot of published information about the recruitment process (both inside and outside the organization), competencies and advantages that are regarded by managers are objectively defined and communicated to others, criteria

for evaluating talented employees are identified and communicated to employees, there will be a system and a working group to foresee the potential talents of the employees, the performance of the employees will be evaluated several times a year, the weak and strong points of each employee will be assessed, and employees will be evaluated based on their competency and capability.

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