

STUDY OF THE EFFECT OF HUMAN RESOURCE MANAGEMENT STRATEGIES ON TALENT MANAGEMENT THROUGH ORGANIZATIONAL GOALS (CASE STUDY: GOVERNMENT ORGANIZATIONS IN SAQQEZ)

Mehran MESRI ^{1*}, Skandar SHIRAZI ², Amir LALISARABI ²

¹ Master of Public Administration, Payame Noor University of Maragheh, Iran.

² Assistant Professor, Department of Public Management, Payame Noor University, Iran.

***Corresponding Author**

ABSTRACT

Research shows that the main factor for long-term profitability of companies is choosing a clearer and better strategy than competitors and, most importantly, having efficient staff that makes this strategy work best. In this dynamic world today, the best investment for organizations is investing in human resources and talent within the organization. It is talent and human resources that create a competitive advantage. The purpose of this study is to investigate the impact of HRM strategies on talent management, to investigate the impact of HRM strategies on organizational goals, and to investigate the impact of organizational goals on talent management. The population of this study was 320 employees of governmental organizations of Saqez city. According to Morgan table 175 of them were selected by simple stratified random sampling. The results showed that human resource management strategies with 0.56 effect on talent management. Also, HRM strategies have an impact on organizational goals with a value of 0.72.

Keywords: *Human Resource Management Strategies; Talent Management; Organizational Goals; Human Resource Management; Government agencies*

INTRODUCTION

Human resources strategies form a process including use of key approaches for the development of human resources of the organization that overlap vertically and horizontally with the business strategy and with each other, respectively. These strategies specify the purposes and programs related to the general considerations of the organization such as the organizational efficiency and specific aspects of the individuals' management like the educational resources, learning and development, reward and employees' relationships. The human resources strategies focus on the measures which differentiates the organization from its competitors (Cania, 2014). In the age of globalization and rapid development of technology, the human capital has been regarded as the most significant capital of the organizations. The human capital is a set of skills, knowledge and individuals' general characteristics in the organizations and now it can be indicative of talent for job performance talent and the job capacity for the future (Hosseinpour and Ghorbani Pachi, 2017). In recent years, the strategic human resources management has drawn considerable attention in terms of organizational behavior and industrial relations. For this reason, most of the researchers have regarded the development strategic model for integrating the human resources management and the business strategy. The management of modern human resources should emphasize on total participation of the employees in the firm, innovative and creative

behavior expectations and also the employees' attitudes in the workplace (Vul Yee Koon, 2015). The talent management is a challenging concept and, despite the considerable effort made for clarifying the meaning of talent management, so far no fixed and strong definition has been presented for that. The review of literature related to the talent management often reveals this fact that there is no comprehensive agreement in the case of definition of talent management (Anaraki Ardakani et al., 2017). The talent is an important factor in the individuals' success or failure in the careers and organizations. Without talent in a special career, no development would be obtained in that career or its procedure would be very slow. In this respect, the knowledge of level and kind of individuals' talent and the selection of capable individuals would help considerably the organizations to have good prediction of the future with regard to the capable manpower in the organization and, by this way, improve their organizational performance (Mostaghimi and Hosseinzadeh, 2017).

THEORETICAL FOUNDATIONS

The strategy is an integrated and concordant set of commitments and measures that has been designed for the purpose of using the core competency and the access to the competitive advantage. The strategy in the human resources management can be defined as the selective option and solution for the purpose of obtaining the goals of organization and the strategy and great goals of the organization. Indeed, the human resources strategies regulate the goals of organization in terms of different aspects of the policies and human management operations. The sustainable strategies of human resources should help the firm to manage its human resources to access an optimal network of the firm goals and also a sustainable community (Ghasemi et al., 2016). The strategy of an organization is to formulate a program for guiding the organization operations including the goods or services supplied for the costumers; to determine the goals which should be achieved and ultimately to specify the provisions policies and to allocate the resources to achieve those goals. With regard to the changing environment (market divergence, globalization, political procedure and so on), the efficient, effective and intelligent management of the human resources is necessary to access a sustainable efficiency, creativity and innovation, appropriate life quality. The human being as the attention center in the discussions related to the human resources management and organizational behavior is of special importance in the modern management (Hosseini et al., 2016). The human resources management has been defined as the strategic attitude toward the effective employment and development of very undertaking and qualified workforce to achieve the objectives of the firm. Since the emergence of human resources management in early 1980, the fundamental application of this concept was the establishment of human resources and also the retention and employment of the employees. Its other vital application is to develop the employees which is often known as the human resources management. The concentration on all the activities related to the professional education, learning, education of individuals and teams affect the current and future performance of every organization (Fabian Hecklau et al., 2016). The human resources are exercised by the process of human resources management, evaluation and giving reward to the employees. Most of the organizations and academics and so forth look for the interaction and development in case of human resources. The organizations focus on the retention of talent and knowledge kept by the manpower, such as the reduction of labor turnover and knowledge retention. The human resources management tries to present the benefits for the



employees that reduce the risk of losing the knowledge (Sunday Isaac eneh and Nsobiari festus awara, 2016). In the intricate and dynamic business environments like today, the effective management of the human capital is increasingly significant that is the basis of most of sustainable competitive advantage factors of a firm. Accordingly, it is necessary that the human resources management should act as a structural mechanism in the development and human capital consistency to achieve a sustainable competitive advantage. The organizations can affect the individuals' skills, attitudes and behavior and achieve the goals of organization by using the human resources strategies (Sanchez et al., 2015). The strategic human resources management is a field of human resources management. Diliri (1980) argues that the human resources strategies focus on several subjects. The policies and human resources management methods are the main tools for the development and retention of necessary resources of the organization (Obeidat et al., 2016). The human resources management strategies with a number of key elements of human resources management makes a concept different from the traditional human resources management. If the human resources methods be integrated completely with each other can be integrated with the business strategy, the strategic management of human resources emphasizes that the strategies of human resources management program should be in the form of general goals of organization strategy and answer the changing external environment. The human resources strategies pay attention to the organizational environment, long- term goals and business strategies and the employees' constancy (Chompu Nuangjamnong, 2017).

The human resources strategies have been defined as the pattern of human resources planning and the activities regarded to achieve the organization goals. The exercises of human resources management strategies are effective on the increase of organizations efficiency and productivity by using the complex methods such as the internal professional ladders, application- oriented performance evaluation systems, formal education systems, employees' voice and engagement and the function- based compensation (Alaeldeen and Mohd, 2017). So far, different typologies have been introduced for the human resources strategy; Bamberger and Meshoulam's (2000) integrative model can be referred as one of the most important typologies that introduce four human resources strategy typologies including paternalistic strategy, commitment strategy, secondary strategy and free- agent strategy based on the strategic reference points approach and two main variables of internal labor market and external labor market (first strategic reference point) and the quality and quantity of control on workforce or product of the workforce (second strategic reference point) (Abbasi et al., 2017).



Table 1: strategic human resources management models

writer	Strategies	year
Bamberger and Meshoulam	Commitment Paternalistic Secondary Free- agent	2000
Lepak and Snell	Commitment Paternalistic Secondary Free- agent	2002

Chang and Huang	Careful employment Effective relationship with employees Education and development Manpower Compensation plan Management development Equal career opportunity Flexible work sheet	2005
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In this research, 7 indexes represented by Chang and Hung (2005) for strategic human resources management derived from Jeffrey Pfeffer's (1994) intended indexes have been used for identifying the type of human resources management strategy used in the intended firms and organizations. These indexes are as following:

Existence of human resources policies for the compensation plan (high payment when necessary and based on the performance).

Existence of human resources policies for the employment in the organization.

Existence of human resources policies for the education and development of manpower in the organization.

Existence of human resources policies for the effective relationship with the employees (sharing or publishing the information) in the organization.

Existence of human resources policies for the work sheets in the organization.

Existence of human resources policies for the development of management in the organization (Wan-Jing and Huang, 2005).

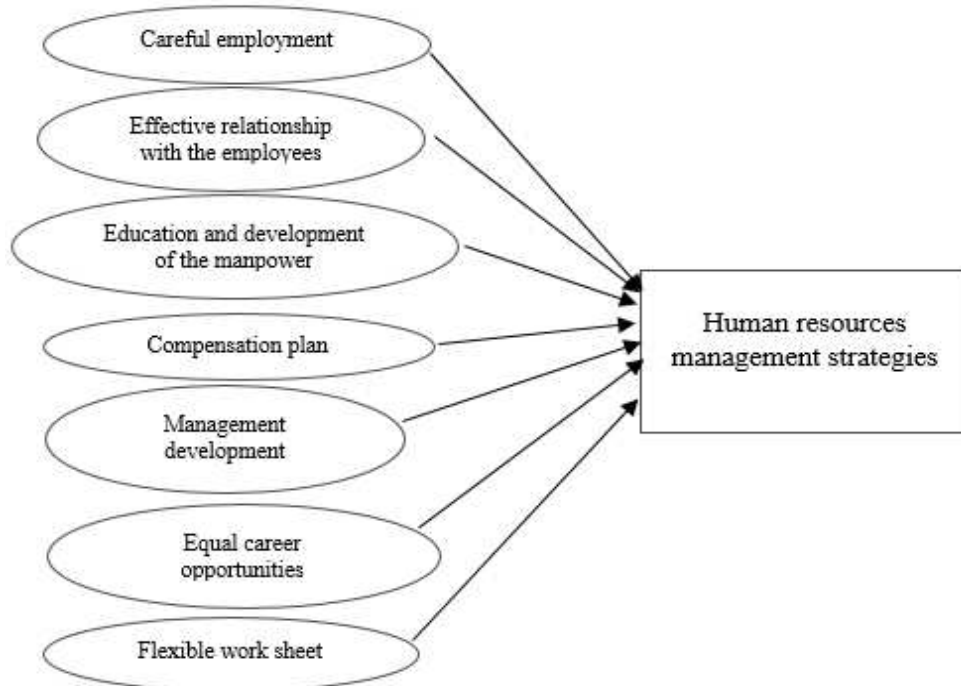


Figure 1: human resources management strategies model of Hung and Chang

In the past, the term talent has been a criterion for the weight and money; but, nowadays, it has other meanings. The talent means a natural ability which causes the individual's perfectness in doing a work without any deliberation about that. This definition refers implicitly to the naturalness of talent. Despite the fact that different meanings have been presented for the talent during the recent centuries, but there are still some ambiguities in different definitions. In other definitions, the talents has been expressed as the high capacity, high ability for leadership or constancy. The term "talent management" was presented for the first time by McKinsey group in late 1990. They argued that the talent management maximizes the firms' performance (Sohrabi et al., 2017). Some researchers have defined the talent as a set of abilities existing in an index. According to Deris, the talented individuals are the ones who enjoy clearly the higher level of ability to achieve the success in the special activities and situations. These individuals are specialist in special field. In this respect, it is expressed that an individual does not have mere talent, s/he has talent in special field (Moghimi et al., 2017). In science world, the talent management is a challenging concept. The general review of literature is indicative of ambiguity in the definition, domain and general goals of the talent management. The definition of talent management is absolutely one of the most important internal factors effective on the policy and act of talent management. In its wide literature, Collings and Mellahi (2009) has presented a popular definition. They believe that the talent management begins by the recognition of key situations. Then, it is followed by the officers with high potential and performance for filling these roles and developing the human resources architecture to manage the officers and ensure the continuity of their commitment to the organization (Parish et al., 2016). The talent management is the execution of integrated strategies or systems that has been designed for increasing the efficiency in the workplace by developing the improved processes for the recognition and development. The retention and use of talented individuals and the retention of required skill to encounter with the current and future needs of the organization are of significant factors of talent management. The talent management can be a planning tool for the human resources management. It is very like the manpower planning. The recognition, development, interaction, retention and establishment of the individuals who valorize an organization or play a vital role in the organization future due to their potential (James Sunday Kehinde et al., 2012). The talent management concentrates on the recognition of key situations which is resulted in the competitive advantage of the organization. The strategic approach of talent management includes the recognition of groups and clusters of individuals who affect differently the organizations and with regard to the organizational justice and theory of beneficiaries, it is regarded as a particular approach toward the talent management. According to resource-based view of the firm, the talent management systems can be based on this view that they are useful in the recognition and development of the resources. These resources enable the organization to react the external threats and opportunities (Ekram Tatoglu et al., 2015). The variety of reformations applied for defining the talent management is indicative of its significance. One of most important discussions related to the talent management is undeniable approach that whether the talent management focuses on all the employees or on a selected group of them (Marian Thunnissen, 2015). A good talent management program includes: employment, retention, development and progress of the talented employees. Strategic use of talent management results in better application of talents in the competitive world which is based on the human capital. The attraction and development of key employees causes the optimal



efficiency of the organizations and retains the competitive advantage. The talent management affects considerably the organization performance and increases the productivity and profitability and prevents the out flow of capital (Aizza Anwar et al., 2014).

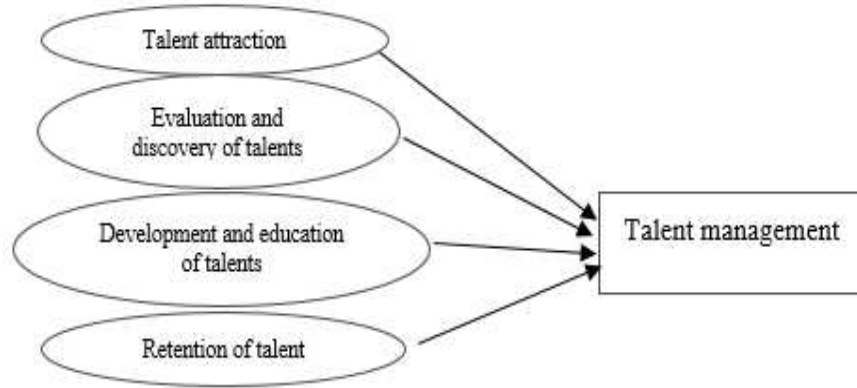


Figure 2: Fillips and Roper's talent management model

Table 2: talent management models

Writer	Strategies	year
Barney (Lewis and Hechman)	Selection Employment Performance management Compensation plan	2006
Blanchard	Attraction Selection Engagement Development Retention of employees	2007
Collings and Mellahi	Recognition of main job titles Development of source of talents	2009
Rezaeian	Attraction of talent Selection of talent Application of talent Development of talent Retention of talents	2009
Phillips and Roper	Attraction of talent Evaluation and discovery of talent Development and education of talent Retention of talent	2009

That the present research applies Fillips and Roper's model (2009) including the following elements:

Review of related literature

Choumpo and styleslov (2017) accomplished a research titled "human resources management strategies in international organizations". In this research, a considerable number of firms in

different industries and various models of ownerships. The results reveal that the human resources strategies have positive effect of the organizations (Nuangjamnong and Maj, 2017). Aladdin et al. (2017) carried out a study titled "determination of relationship between human resources management strategies and organizational commitment". By regarding seven main strategies of human resources management and data of 52 oil and gas companies in Libya and applying structural equation modeling, the findings revealed that the employees are more committed to the organization; it means, the organizational commitment is increased when the best strategies of human resources management are selected (Alaeddin et al, 2017).

Obey- Dot et al (2016) did a study titled "effect of culture on human resources management strategies: case study of companies in Jordan". In this study, the linear regression was used and totally 133 questionnaires were submitted to the pharmacists. The results showed that the dimensions of national culture meaningfully affect the behaviors of human resources management strategies. Therefore, the managers should be aware of their country culture and try to relate that to the measures of human resources management strategies (Obeidat et al., 2017).

Sharma (2016) carried out a study titled "usability of electronic human resources management in talent management: case study of professional services company. In this research, a set of processes used for the recognition of talents indicates that the electronic human resources management is useful and plays central role in the talent management process (Sharna, 2016).

Mahmoud et al. (2017) did a research titled "effect of human resources method on organizational performance". The questionnaire was used for data collection and all the employees of universities of Jorja La were the research population and the sample size included 90 employees. The results revealed that the committed and constant workforce permits the organization to get the human resources management, appropriate strategies and strategies performance methods (Mahmoud et al., 2017).

Ariantho et al. (2015) accomplished a research titled "human resources strategic management, innovation capability and performance: experimental study in software industry of Indonesia". The results showed that the human resources management strategies have been regarded as a key element for the innovation capability; since the human element involves in the innovation procedure. For evaluating the efficiency, an experimental research has been done for analyzing the software companies. The findings reveal that the human resources strategies have positive relation with the innovation capability and also positive effect on the efficiency (Aryanto et al., 2016).

Research questions

What are the effects of human resources management strategies on the talent management?

What are the effects of human resources management strategies on the organizational goals?

What are the effects of organizational goals on the talent management?

Conceptual model of research



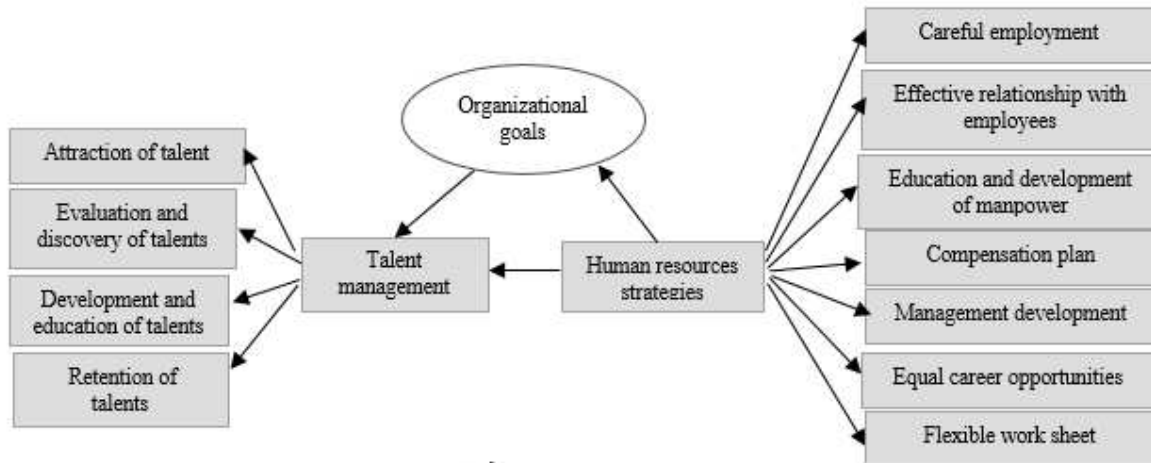


Figure 3: research conceptual model

RESEARCH METHODOLOGY

The present research is a descriptive- correlative applied study. The statistic population of this research includes 320 employees of state organizations of Saghez city. According to Morgan table, 175 employees were selected by stratified random sampling with regard to the volume of every stratum. Next, for collecting data, the questionnaires were submitted to the selected employees and then were collected. The questionnaire consists of 14 50 questions 14 cases of which were related to the evaluation of independent variable human resources management strategies. Of these questions, two questions were allocated separately to the careful employment, effective relationship with employees, education and development of manpower, compensation plan, management development, equal career opportunities, and flexible work sheet.

28 questions are related to the dependent variable of talent management. Of these questions, 9, 8 6 and 5 questions respectively are related to the talent attraction, evaluation and discovery of talent, development and education of talent, and talent retention.

Eight questions are related to the evaluation of moderating variable of organizational goals that 2, 3 and 3 questions of which are respectively related to the acceptable, accessible and exciting goals.

Questionnaire reliability and validity: in present research, the standard questionnaires have been used for each of variables that have validity and reliability. For evaluating the questionnaire validity, some clear sighted individuals were asked to answer the questions and express their opinions. The final questionnaire was designed after doing the further studies and omission and reformation of statements and addition of some questions.

Cronbach's alpha was used for determining the questions reliability that has been represented in following table:



Table 4: report of Cronbach's alpha coefficient related to the independent, dependent and moderating variables

Row	Title	Number of items	Cronbach's alpha coefficient
	Human resources management strategies	14	0.88
1	Careful employment	2	0.92
2	Effective relationship with employees	2	0.94
3	Education and development of human resources	2	0.85
4	Compensation plan	2	0.88
5	Management development	2	0.82
6	Equal career opportunities	2	0.84
7	Flexible work sheet	2	0.91
	Talent management	28	0.76
1	Talent attraction	9	0.74
2	Evaluation and discovery of talent	8	0.72
3	Education and development of talent	6	0.79
4	Talent retention	5	0.84
	Organizational goals	8	0.78
1	Acceptable goals	2	0.80
2	Accessible goals	3	0.76
3	Exciting goals	3	0.78

RESEARCH FINDINGS

Descriptive statistics

The results obtained from the sample individuals' sex revealed that 78.2 and 21.8 percent of them are male and female, respectively. 80 and 20 percent of them are married and single, respectively. Their education level revealed that 55.4, 24, 10.8 and 9.7 percent of them have respectively the B.A, associate, M.A and higher, and diploma degrees. The data related to the samples' work experience showed that 33.7, 28.5, 17.3, 12 and 8.5 percent of the participators have respectively 11- 15, 5-10, over 20, 16- 20, and under 5 years work experience. The results related to the samples' age status showed that 36.6, 24, 18.85, 18.85 and 1.7 percent of the individuals have the age of 36- 45, 25-35, over 55, 46- 55 and under 25 years old.

Data analysis

At first, Bartlett and Friedman's tests are used for studying and ranking the data. Next, the software outputs are evaluated.

Bartlett's test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	587.944
	df	91
	Sig.	.000



The questions of questionnaire should have correlation with each other to a certain limit and the excessive correlation between them creates multi-collinearity that this affair prevents the extraction of independent factors. The significance of Bartlett's test indicates that there is sufficient correlation between the materials' matrixes and the analysis can be kept on. Furthermore, the Bartlett's test is used for testing the sufficiency of the sample volume. This index should be more than 0.7. Of course, it is cautiously acceptable, if it be between 0.5 and 0.7. It is observable in test output that the obtained number (0.715) indicates the correctness of the test.

Friedman's test

The observations show that among the elements of human resources management strategies, the effective relationship with the employees and the management development respectively have the most and least effect. Among the elements of talent management, the discovery, recognition and attraction of talent have the most effect, while the education, development and improvement of the talent have the least effect. Among the elements of organizational goals, the accessible goals and the acceptable goals have the most and the least effect, respectively.

Ranks	
	Mean Rank
shrm1	4.91
shrm2	5.04
shrm3	5.00
shrm4	4.34
shrm5	3.93
shrm6	4.43
shrm7	4.43
tm1	13.60
tm2	11.08
tm3	13.23
tm4	11.92
og1	4.62
og2	9.36
og3	9.12

Research structural models

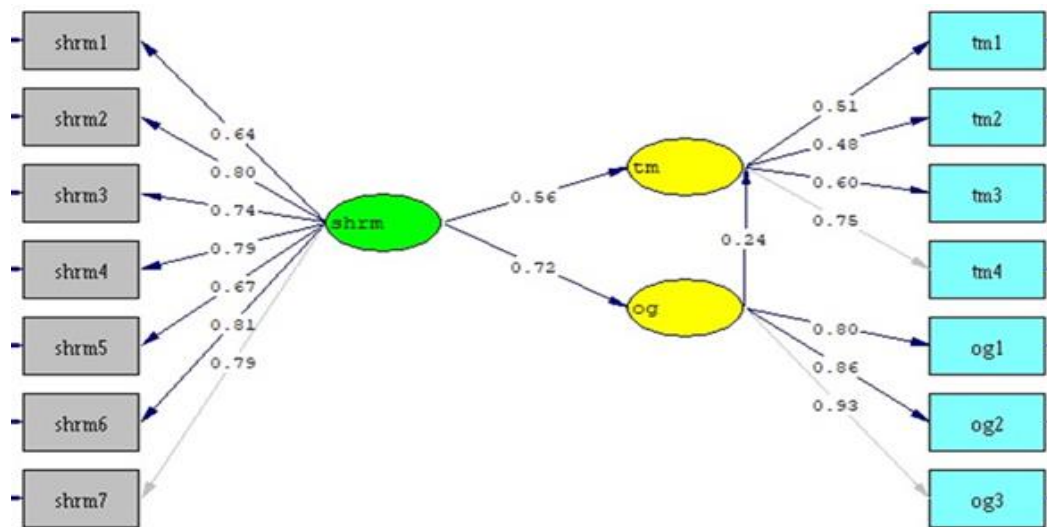


Figure 4: research structural model in standard estimation state

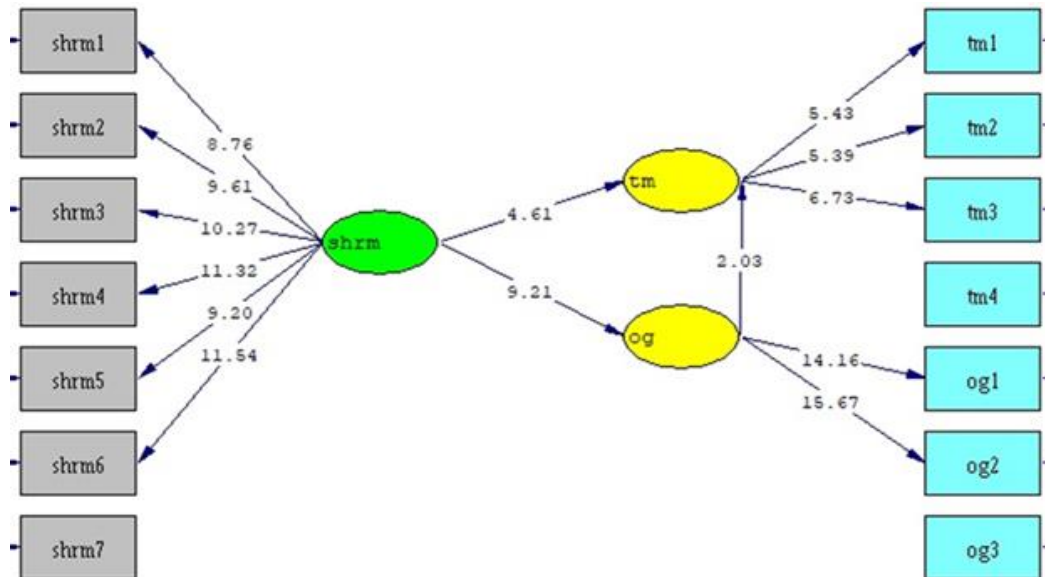


Figure 5: research structural model in t- values state

Table 4: data of overall fitness of general structural model

Index title	Abbreviation	Permissible limit	Obtained values
Chi- Square/ degree of freedom	Chi-Square/df	Less than 3	1.38
Goodness of fitness index	GFI	More than 0.9	0.92
Non- normalized fitness index	NNFI	More than 0.9	0.99
Normalized fitness index	NFI	More than 0.9	0.97
Comparative fitness index	CFI	More than 0.9	0.99
Relative fitness index	RFI	More than 0.9	0.96
Increasing fitness index	IFI	More than 0.9	0.99
Root mean square error of approximation	RMSEA	Less than 0.1	0.048



Table 5: information related to the structural models

Elements	Correlation coefficient
Careful employment	0.64
Effective relation with employees	0.80
Education and development of manpower	0.74
Compensation plan	0.79
Management development	0.67
Equal career opportunities	0.81
Flexible work sheet	0.79
Discovery and attraction of talent	0.51
Education and development of talent	0.48

Retention of talent	0.60
Evaluation and consistency of talent	0.75
Acceptable goals	0.80
Accessible goals	0.86
Exciting goals	0.93

In the structural model of standard estimation that shows the correlation coefficient of the variables, the amount of effect of every variable is observable.

In first hypothesis, the amount of effect of human resources strategies on the talent management in the standard estimation state and t- values state is respectively 0.56 and 4.61 that is indicative of meaningful relationship between them.

In second hypothesis, the amount of effect of human resources strategies on the organizational goals in the standard estimation state and t- values state is respectively 0.72 and 9.21 that is indicative of meaningful relationship between these two variables.

In third hypothesis, the amount of effect of organizational goals on the talent management in the standard estimation state and t- values state is respectively 0.24 and 2.03 that is indicative of effect of organizational goal on the talent management.

Table 6: results of test hypotheses

Research hypotheses	Permissible limit	t- values	result
The human resources management strategies are effective on the talent management.	More than 1.96	4.61	confirmed
The human resources management strategies are effective on the organizational goals.	More than 1.96	9.21	confirmed
The organizational goals are effective on the talent management.	More than 1.96	2.03	confirmed

CONCLUSION AND SUGGESTIONS

Friedman's test: with regard to the ranking table and its values, it is concluded that all the values obtained for the hypotheses elements are confirmed. Friedman's ranking test indicates the amount of effect of every element of research variables and, according to this ranking results, it can be perceived that which elements have the most effect and which ones have the least effect. Among the elements of human resources management strategies, the effective relationship with the employees has the most effect and then, the elements of education and development of manpower, careful employment, equal career opportunities and flexible work sheet, compensation plan, and management development respectively have the most effect. It is concluded from this ranking that the effective relationship with the employees is more effective than the other elements and considerable attention should be paid to this element in the organization and further studies are required to be done in this respect. The other elements should be taken into account in the organization based on their ranking. Among the elements of talent management, the discovery, recognition and attraction of talent has the most effect and then, the elements of retention of talent and the evaluation, consistency and application of talent,

and the education, development and improvement of talent respectively have the most amount of effect.

Among the elements of organizational goals, the elements of acceptable goals, exciting goals and the accessible goals respectively the most amount of effect.

Bartlett's test: this test is used when the researcher is sure about the optimal correlation between the research elements and also about this matter that the number of samples selected for the research is enough. Since the software output (0.715) is more than 0.7, it is confirmed that there is an optimal correlation between the research elements and the number of selected samples of the model is enough, too.

As it is perceived from the statement of problem and the theoretical foundations, the talent management has positive effect on the organization and its performance. To continue, the effect of human resources strategies on the talent management was studied and it is suggested that the state organizations increase the talent management by executing the human resources management strategies.

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