

THE EFFECTS OF EMPLOYING TALENT STAFF FOR MANAGERIAL POSTS ON PERFORMANCE OF HUMAN RESOURCES (CASE STUDY: ENDOWMENT AND CHARITY AFFAIRS ORGANIZATION)

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Abstract: The aim of this study was to evaluate the effects of employing talent staff for managerial posts on performance of human resources in Endowment and Charity Affairs Organization. This research in term of aims is applied and in term of method as descriptive - survey. The research population consists of all managers, supervisors and staff which population community was 500s staffs. Cochran formula is used to determine the sample size, the sample size with respect to 500 staff as population community was 217 staffs. That according to its sample size of 217 staffs was studied. In this study simple random sampling was used. The results show that there is a significant relationship between employing talent staff for managerial posts on performance of human resources in Endowment and Charity Affairs Organization.

Keywords: employing talent staff, organizational factors, personal factors, process factors and performance factors

1. Introduction

Talent management has been considered as a complete set of process to identify, development, maintenance and development of talented employees needed for the successful implementation of the organization's activities and the organization will ensure that the right people with the right skills, job in the appropriate position in order to achieve the expected targets are located. Due to the novelty of talent management in large organizations in Iran, this study has a positive effect on the human resources managers. Talent management in recent years, much research attention because of its ability to create and sustain competitive advantage has attracted companies (Ingram et al., 2016). The planned use of talent for leadership positions that allow the organization to identify knowledge gaps and staff develop a way to progress their career aspirations in a secure environment, positive and comfortable express (Christy, 2005). On the other hand increasing competition, privatization and outsourcing of Government policy, in this regard, organizations and institutions in the country and more detailed, organizations need leader's capable endowments, innovation and are committed to continue the growth and development organization. With regard to the subjects mentioned and given the critical role and talent staffs in organizations, it was achieved among staff to consider the charity's endowment. Basically, this study seeks to susceptible actors in the deployment of staffs for managerial positions in the Endowment and Charity Affairs Organization.

2. Literature review

The definition of employing talent staff:

Term of employing talent staff, for the whole of range of planning future capital requirements for staff will be used. In general, refers to talent management, talent creation of internal and external resources, develop these resources in a central location and emphasis on job motivation, organizational commitment and their behavior, which eventually lead to

improved organizational performance (Ingram et al., 2016). Talent management, human resource planning process includes a process of identifying, selecting, maintain and develop human resources and talented staff in the organization (Tajodin et al., 2015). In fact, talent management, include keeping talented people in the organization. Talent management, implementation of the approved activities and finding relevant information relating to attract, identify, recruit, development, motivation, promotion and retention of those who have strong potential for success within the organization (Balayn and Sparrow, 2009). Institute CIPD, talent sophisticated combination of skills, knowledge, cognitive abilities and potential and knows and talent management to identify and focus on high-potential defines a part of the human resources (Guy et al., 2009).

2.1 Talent management components

Talent management strategy includes factors such as performance management, employee education, rewards and recognition, the atmosphere and the culture of openness and communication. The first component of talent management strategy (performance management) process in which managers seek to improve the quality of the performance of teams and individuals, access to current and future goals and objectives of the organization possible. One of the important aspects of this process, the relationship between employees, supervisors, so that this relationship is different context to fully understands the objectives and cognition provides organizational goals. The second component of the talent management strategy (education workers), for updating knowledge, skills and capability of employees is considered. Previous studies have demonstrated that humans retain talented people in the organization to drastically reduce costs. One way to retain employees is creating opportunities for them to learn new skills and develop their abilities. The third component of talent management is rewards and recognition. Organizations through strategies, policies and processes, determine the value of your employees through this legislation, people who have worked to achieve organizational goals to identify and encourage (Armstrong, 2010). The atmosphere and culture of openness is the fourth component of the talent management strategy. Relatively stable intrinsic properties and collective feeling and understanding of those features, optional features define organizational climate (Alikhani, 2009). The last component of talent management is the communication, the exchange of information and ideas in the organization (Armstrong, 2010).

2.2 Factors affecting the employing of talent staff

A) Process factors: The process factors include:

- 1) Assessing the needs of future tasks: a strategic plan, current and future priorities, which, by creating a deployment plan is likely, identified (Ibarra, 2005).
- 2) Identify important posts and employees with high potential: important positions are those necessary to achieve the business results for the organization, department, section, business unit or team, are required (ibid.).
- 3) Identify competencies: competencies should be integrated within an organization's performance management system.

Rating identifies competencies as part of the deployment of talent, the capabilities that are necessary for the workplace of today and tomorrow. Examples of qualifications: mentoring, decision-making, initiative and tenacity are conflict management.

4) Complete analysis of gap: leading a gap analysis to determine whether the size of the qualifications for each post (ibid.).

5) Select educational and development activities: a variety of resources available to individuals and groups, to close the gap and building upon the merits of the powerful, who are employees (such as job assignments, job rotation, job enrichment, etc.). This step of the application process for the selection and design talent development strategies has been created.

6) Training Management: Managers should focus on education, on strengthening the skills and knowledge to develop talent development need to be involved. Such as: identification of key replacement needs and people with high potential; identify current and future activities and business results (Ibarra, 2005).

B) Organizational factors:

Environment of organizations are considerably effective in talent staff deployment process. Strongest impact on the planned deployment of talent staff is historical records. Most likely use of talent, previous approaches take shape. Suppose that the deployment of talent on process properties listed by other environmental factors will influence the chart above. "Planning horizon" as much as long-term goals of the immediate challenges are mastered, refers to: longer time, permit the transfer position and subsequently focus more on the day-prone deployment. Then, succession planning, "perceptions of domestic labor" will affect, so whether internal coalition intended to remove external sources, or if the search for external sources to be taken seriously, to what extent has it been discussed. "Political space" is the relative weight given to objectively determine the suitability of mutual relations. Finally, the "openness" in the enterprise space, to the extent that the process of implementation talent to be effective communication within the organization (Garman, 2004).

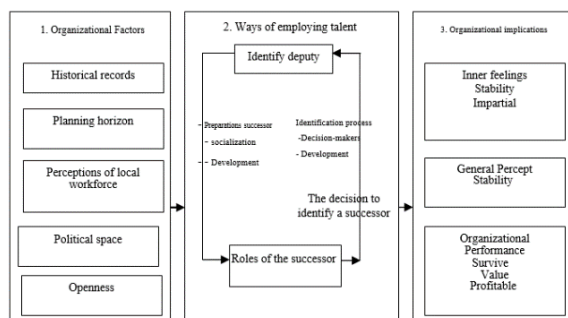


Figure 1. Planning process model of deployment of talent staff (Succession) (Garman and Glawe, 2004)

C) Individual factors: individual factors including;

Level education and expertise, knowledge relating to jobs, work experience, talent is work-related. Education indicators expertise include sufficient expertise and powers in the field of job tenure, having adequate skills in the field of job tenure, work experience, work experience and training is required (Rezaeian, 2005).

Job autonomy: having full autonomy and independence in monitoring devices under its oversight. Include indicators related to job autonomy; financial decisions by the employees affected by the absence of influential people, allowing employees within the laws and regulations (ibid.).

Organizational support: support or assistance that employees need to do their jobs successfully,

Such as insufficient funds, facilities and equipment to do the job right, the necessary support from other organizational units.

Indicators of organizational support including the provision of office facilities conference space suitable working environment (ibid.).

Motivation or desire: to motivate employees to do the work is concerned, motivated, successful completion of the work that employees have on hand. Employees are more inclined to do business successfully afford to be motivational for them. Job motivation factors are: the interest of employees to their jobs, cash and non-cash compensation received from organizations and social status and position in the government and society (same source).

3. Organizational Performance

To understand corporate performance should first understand the concept of performance. Performance; to do the job tasks that an employee completes refers and shows how a worker accomplishes the requirements of a job (Byars and Rue, 2008). Organizational performance, to the missions, tasks and organizational activities and results of applied to them. Another definition, organizational performance is to achieve organizational goals and social or go beyond them and the organization's responsibilities (Haghighi et al., 2010). In measuring performance, there are two main approaches: objective and subjective, and both approaches have their own advantages and disadvantages. Objective measures, more real, but the scope of coverage is limited to financial data and other organizational dimensions do not explain. On the other hand, subjective scales, less realistic, but they provide rich descriptions of organizational effectiveness. These measures allow a wide range of organizations in different industries are analyzed (Allen et al., 2008).

3.1 Performance Evaluation

Practice, often with the "efforts", which refers to the energy spent equated. Performance is measured based on the results of operations. For example, a student may apply great effort in preparing for a test, but the little score. In this case, much work has been done, but the performance was low. According to Byers Vero (2008) performance can be in a position as a result of interaction between: a) efforts, b) abilities and c) perceptions of the role will be considered. "Effort", that the excitement stems referring to energy expenditure (physical or mental) that a person spends its duty. "Enablers", personal characteristics and are used in performing the job 'perceptions of the role of "the paths people believe should guide their efforts in order to do their jobs, and so on.

Noe et al., (2008) performance due to personal characteristics, skills and know like it. As shown in the figure below, these characteristics are objective results through employee behavior. In fact, employees only if the knowledge, skills, abilities and other characteristics necessary to perform a job they can show their behavior. Other components of the new model and colleagues are "institutional strategies". Often, the relationship between the management and performance strategies and goals of the organization ignored. The top model of "position limits" is mentioned, plays an important role in practice. As previously mentioned, people may do proper behavior, but do not gain good results. Therefore, employees should have specific features for a set of behaviors and achieve some results and to achieve competitive advantages, characteristics, behavior and results should be tied to organizational strategies.

Sayadi, et al (2012) carried out a study entitled "The relationship between talent management and job satisfaction" the aim of this study was to determine the relationship between talent management and job satisfaction of employees in the headquarters of the Social Security Fund. The method of this research is descriptive and correlational survey method was used. Our findings that there is a meaningful relationship between talent management and job satisfaction have been

approved. Tahmasebi et al (2012) has identified the most effective factors to attract and retain scientific talent at universities. This research is an applied and descriptive study was conducted at Tehran University. The sampling is simple random sampling and data collection tools. The collected data were analyzed with SPSS software. The results show that the cause of climate research is most effective in attracting talent at Tehran University.

Taleghani et al. (2013) determined the effectiveness of their talent management strategies on the performance of faculty members. This study is applied and in terms of style, descriptive of correlation. A total of 213 people were chosen randomly sorted, for example. To gather the views of respondents, the questionnaire is used. Research hypotheses were tested using structural equation modeling. The results indicate that strategy, talent management, positive and significant effect on the performance of its faculty members.

Nopasand Asl et al., (2014) examined the relationship between talent management processes and organizational performance. The aim of this study is applied and descriptive correlational. The population included all employees of Gilan Ports and Maritime Organization via Morgan table and using stratified random sampling method, the number of 162 people was chosen as samples. To collect data, a questionnaire was used. For data analysis, Pearson's correlation coefficient bivariate and multivariate regression was used. The results showed that there is a significant relationship between the activities related to talent management and quality of service and innovation in services as well as attracting top talent to the greatest positive impact on increasing the power of innovation in the organization.

Ghosi et al., (2015) examines the role and relationship between talent management in maintaining human resources potential in the National Oil Products Distribution Company in Sari. The research method is descriptive - survey and stratified random sampling method used and a questionnaire designed to measure the impact of talent management and the sample was composed of 95 employees and officials have been distributed. For the purpose of data analysis software SPSS, descriptive and inferential statistics and t-test was used. The results showed that the four talent management outcomes that are not abandoning talented people from the organization, job security and stability, talented people, create an empty treasury, talent and stay ahead of key positions, respectively, of the results of talent management in the organization. Bethke et al., (2010) in a study entitled "Effective talent management strategies in companies in Switzerland" show confidence and motivation for higher performance, the results of applying the talent management strategy. Tajodin et al (2015) examined the impact of talent management in Malaysia are banking on the quality of work life. The results indicate the potential impact on loyalty and performance management of employees in Malaysia bank. Bymond et al (2016) in their study are to evaluate the talent management in emerging economies. Their research suggests that cultural and institutional differences in talent management by an affected area. The social relations influence talent management, decision-making and skills.

3.2 Conceptual model

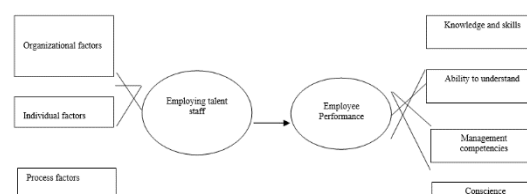


Figure 2: Research Conceptual Model (Wadadi, Zarefar, 2011)

4. Hypotheses

4.1 The main hypothesis

1. There is a significant relationship between employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

4.2 Sub-hypotheses

1. There is a significant relationship between organizational factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

2. There is a significant relationship between individual factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

3. There is a significant relationship between process factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

5. Results

The study in term of aim is applied and in term of data collection method is descriptive and in term of type is correlational. After careful study to collect information relevant to the literature, indicators affecting the deployment of talent staff in managerial posts have been investigated. As well as to collect data from the survey (the effect of talent for managerial posts and staff performance) with 37 questions was used. The study population will comprise staff of Endowment and Charity Affairs Organization and simple random sampling was used. To analyze the data, application and software SPSS22 Smart PLS structural equation modeling was used. Also in this study to determine the reliability test, Cronbach's alpha was used.

The statistical distribution in terms of gender, marital status, age, education, work experience of respondents is as follows:

The table below the total number of respondents is 236 people who, in terms of gender, 75% (177) were men and 25% (59) were women. In terms of marriage, 53% (125) of the respondents were married and 47% (n = 111) are single. In terms of age, 13% (n = 30), 20 to 30 years, 40% (94 patients) from 30 to 40 years, 35% (83 patients) from 40 to 50 years and 12% (N = 29) were 50 years and higher. In terms of education level, 8% (20) of diplomas, 18% (n = 43) has an associate degree, 46% (108) bachelor and 25% (59) MA and 3% (n = 6) were PhD. In terms of work experience; 12.7% (n = 30) under 5 years, 17.8% (n = 42) 5-10, 19% (n = 45), 10-15 years, 17.8% (n = 42), 15-20 years, 23.8% (56) had 20-25 years (8.8%) of 21 over 25 years work experience.

Table 1. Demographic statistical distribution

| Variable | Condition | Frequency | Percent |
|-----------------|---------------------|-----------|---------|
| Gender | Man | 177 | 75 |
| | Woman | 59 | 25 |
| Marital status | Married | 125 | 53 |
| | Single | 111 | 47 |
| Age | 20 to 30 years | 30 | 13 |
| | 30 to 40 years | 94 | 40 |
| | 40 to 50 years | 83 | 35 |
| | 50 years and higher | 29 | 12 |
| Education | Diploma | 20 | 8 |
| | Associate Degree | 43 | 18 |
| | Bachelor | 108 | 46 |
| | MA | 59 | 25 |
| | PhD | 6 | 3 |
| Work experience | Under 5 years | 30 | 12.7 |
| | 5 to 10 years | 42 | 17.8 |
| | 10 to 15 years | 45 | 19 |
| | 15 to 20 years | 42 | 17.8 |
| | 20 to 25 years | 56 | 23.8 |
| | Over 25 years | 21 | 8.9 |

Analysis of the models in structural equation modeling approach Partial Least Squares (PLS-SEM) in two main stages "model search" and then "hypothesis testing" is done.

Table 2. Convergent validity and reliability

| Variables | The average variance extracted (AVE) | Combining reliability coefficient (CR); CR >0.7 | Cronbach's alpha reliability coefficient |
|------------------------|--------------------------------------|---|--|
| Performance | 0.766 | 0.929 | 0.897 |
| Organizational factors | 0.725 | 0.955 | 0.946 |
| Process factors | 0.741 | 0.945 | 0.930 |
| Individual factors | 0.765 | 0.963 | 0.956 |

As can be seen in all three criteria listed above model is very good.

Table 3. Correlation Matrix and check the validity via the method of Larkr Fornell (1981)

| | Performance | Organizational factors | Process factors | Individual factors |
|------------------------|---------------|------------------------|-----------------|--------------------|
| Performance | 0.8752 | 0.000 | 0.000 | 0.000 |
| Organizational factors | 0.752 | 0.8514 | 0.000 | 0.000 |
| Process factors | 0.799 | 0.798 | 0.8608 | 0.000 |
| Individual factors | 0.787 | 0.787 | 0.799 | 0.8746 |

This applies to all research structures and highlights the divergent validity is confirmed. Results obtained from the Smart PLS software in the above tables shows that the models measure of validity (convergent and divergent) and reliability (loadings, Cronbach's alpha reliability coefficient combination) is appropriate.

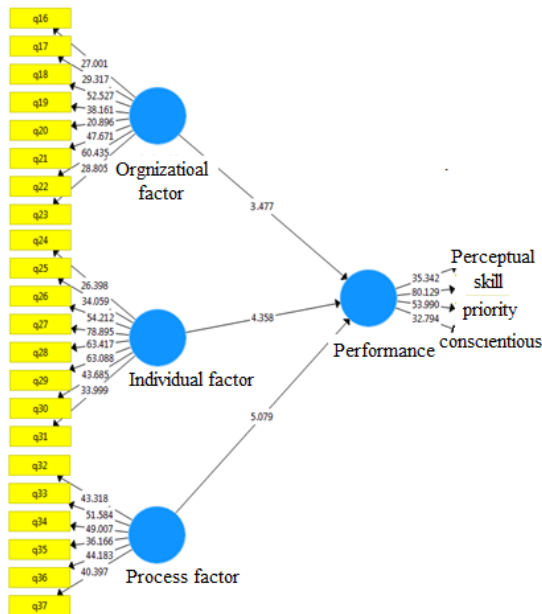


Figure 3. Model in significant numbers

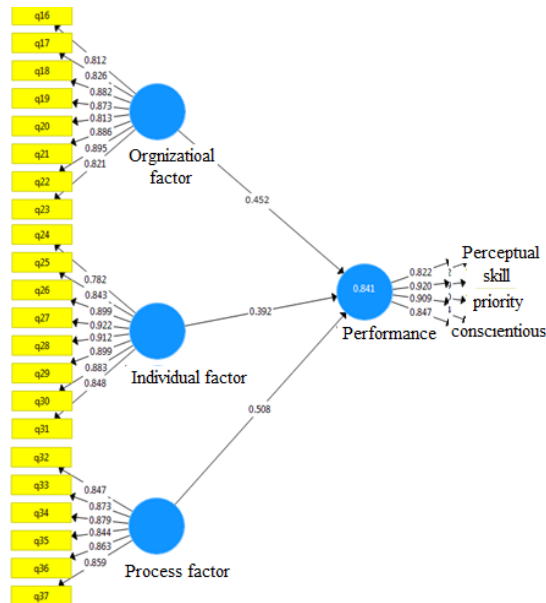


Figure 4. Model in standardized coefficients of factor load

Table 5 Path factor and significant number of sub-hypotheses

| Hypothesis | Path coefficient | T-statistic | Test result |
|---|------------------|-------------|-------------|
| Employee Performance ← Organizational factors | 0.452 | 3.477 | Confirmed |
| Employee Performance ← Individual factors | 0.392 | 4.358 | Confirmed |
| Process factors ← Employee Performance | 0.508 | 4.358 | Confirmed |

According to the statistic T (3.477) is higher than 1.96, and path coefficient (0.452) at 95 percent, there is significant relationship between organizational factors of employing the talent staff for managerial posts and performance of the staff in Endowment and Charity Affairs Organization.

According to the statistic T (4.358) is higher than 1.96, and path coefficient (0.392) at 95 percent, there is significant relationship between individual factors and employing the talent staff for

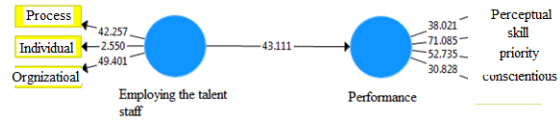


Figure 5. Model in significant numbers

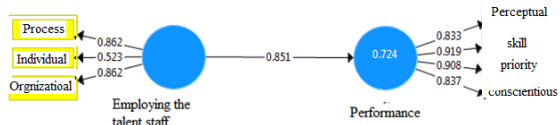


Figure 6. Models in standardized coefficients of factor loading

The main hypothesis: There is a significant relationship between employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

Table 4 Path factor and significant number of the main hypothesis

| Test result | T-statistic | Path coefficient | Hypothesis |
|-------------|-------------|------------------|---|
| 0.850 | 43.111 | Confirmed | Employing the talent staff ← Employee Performance |

According to the statistic T that is higher than 1.96, and path coefficient (0.850) at 95 percent, there is a significant relationship between employing the talent staff for managerial positions and the performance of the staff in Endowment and Charity Affairs Organization.

Sub-hypotheses:

managerial posts and performance of the staff in Endowment and Charity Affairs Organization

According to the statistic T (4.358) is higher than 1.96, and path coefficient (0.508) at 95 percent, there is significant relationship between process factor and employing the talent staff for managerial posts and performance of the staff in Endowment and Charity Affairs Organization.

6. Conclusion

The aim of this study is to "evaluate the effect of employing the talent staff for managerial positions and the performance of the staff in Endowment and Charity Affairs Organization. Data analysis using SPSS software and analysis necessary structural equation modeling software Smart PLS was based on the results of which are as follows:

Result of main hypothesis: There is a significant relationship between employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

According to the statistic T that is higher than 1.96, and path coefficient (0.850) at 95 percent, there is significant relationship between employing the talent staff for managerial positions and performance of the staff in Endowment and Charity Affairs Organization. In order to compare the results of this study can be said previous research, the results Ghosi et al., (2015) show that four issues of talent management they are not abandoning talented people from the organization, job security and stability, talented people, create an empty treasury, talent and stay ahead of key positions, respectively, of the results of talent management in the organization. The study also found there is significant relationship between employing the talent staff for managerial positions and performance of the staff in Endowment and Charity Affairs Organization. Results of Nopasand Asil et al., (2014) in a study entitled the relationship between talent management processes and organizational performance, showed that the activities related to talent management and there is a significant relationship between service quality and innovative services as well as measures to retain talent in the organization the most impact on the quality of rendered services and attracting top talent to the greatest positive impact on organizational innovation is increasing that is consistent with the results of the present study. The results Taleghani et al., (2013) that talent management strategies, positive has significant effect on the performance of faculty members that the results is consistent with the study findings.

Result of first sub-hypothesis: There is a significant relationship between organizational factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

Result of second sub-hypothesis: There is a significant relationship between individual factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

Result of third sub-hypothesis: There is a significant relationship between process factors of employing the talent staff for managerial posts on performance of the staff in Endowment and Charity Affairs Organization.

In this study, three of process, organizational and individual factors affecting employing the talent staff of organization were identified. Research findings of Sayadi et al., (2011) that there is a meaningful relationship between job satisfaction and talent management approved. Bymond et al., (2016) in their study shows that talent management affected by cultural and institutional differences in an area. As well as the social relations influence on talent management, decision-making and skills. Results of this study also show the relationship between talent management processes and organizational performance. Results of Tajodin et al (2015) reflects the impact of talent management and employee performance database is the loyalty. Also Bethke et al (2010) showed that the confidence and motivation for higher performance, the results of applying the talent management strategy is that these two studies are consistent results.

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