The Effects of Talent Management on Recruitment and Maintaining of Talented Human Resources
(Case study: Kish Free Zone Organization)

Azam Shamkhani
MSc student of Executive Management, Department of Management, Islamic Azad University, Kish International Branch, Iran

Abdorreza As'adi
Assistant Professor of Finance, Department of Management, Islamic Azad University, Neyshabur Branch, Iran

Abstract

The present research aims to investigate the effects of talent management on recruitment and maintaining of talented human resource in the Kish Free Zone organization by which understand the status of the effect of talent management on maintenance of talented workforces within the population. The research is applied in terms of purpose and is descriptive-survey and cross-sectional in terms of methodology. The population includes all the managers (top, meddle, operational), heads of departments and deputies of various sectors in the Kish Free Zone organization and the subsidiary companies; which are 147 people in 2014. This research is done according to the data collected from 108 of subjects, based on Cochran formula by random sampling method. Kolmogrove-Smirnove, one-sample t-test and confirmatory factor analysis is used to investigate and test the research hypothesis. the findings in relation to the main and research hypothesis show that, from the viewpoint of managers (top, meddle and operational) and the deputies of the Kish Free Zone organization, talent management is effective on recruitment and maintaining of talented human resource and each of its components as; having no vacant key positions, creating a talent pool, not to leave the organization and job stability and security in the Kish Free Zone organization.

Keywords: Recruitment, Talented Human Resources, Talent Management, Kish Free Zone organization.
Introduction:

Nowadays, financial and technologic resources are not the only advantage of organizations, having talented and empowered people is that cannot only be considered competitive advantage of organizations but also can compensate for a lack of resources or other defects. In this competitive situation and in an environment that its major feature is Constant changing the and continuous innovation, only the organization will be success to achieve excellence that perceive strategic role of its human resource and have skilled, knowledge-based, competent, talented and empowered human resources (Armestrang, 2008).

In early 1997, McCauley and Wakefield suggested the term war for talent to describe the challenges that employers are encountering to found candidates with high skill. They believed that the managers are a few ready to play the role of leadership in the organization. So, companies around the world find themselves in competition with others to achieve talents. Therefore, businesses should have the ability to recognize talented people, provide necessary training to them and maintain valuable staff for the long term (Michelangelo et al., 2001).

Talent management strategies plans to create the conditions in which identify the skills of potential employees and use them in appropriate areas. Some organizations cannot achieve the expected results due to the lack of correct understanding of the capabilities of their employees. Most of reworks, lesions, lack of motivation, lack of appropriate efficiency, long distance with designed programs comes from lack of understanding of individual's talent in the working area of organizations (Chenary, 2005).

Talent management has many economic advantages which has been proven both in companies and individuals level. According to this, it should not to be considered that talent management is a process to be completed during 3 month or one year. But it contains an integrated planning that many factors are involved in it and the only human resource doesn’t undertake its responsibility lonely, making talent management difficult and time-serving but very valuable (Heinen & O'neil, 2004).

Talent management is useful for employees, managers and the organization. Comprehensive and accurate measure of talent management ensure that employees to be appointed with their special talents and skills to appropriate jobs and their services to be compensated fair and adequately. Their development path is transparent and more and better opportunities will be provided for them. Talent Management provides tools for managers encoding them in understanding that what they should expect from their employees and this understanding will lead to the improvement of relations between managers and employees. So, the organization acquires a high return from investing in talent management; moreover, find a clear view of its existing talent Cart and achieve the benefits of an agile and motivated workforce (Convergys, 2007).

Along with understand the need for recruitment, development and retention of talent, organizations have realized that talents are critical resources that need management to achieve the best results (Sewim, 2009). Talented individuals like to be part of an organization they accept it, the organization that excited them all the time and create a flexible working
environment. In this case, it is expected that employees have focused their efforts on involving in organizational activities.

Unfortunately, in spite of increasing costs in the process of recruiting talented people and high cost from training these people to the appearance of their talents, in many cases it is seen that in practice these people tend to leave the organization and change jobs. The reasons that involved in increasing such a tendency includes items such as recent organizational downsizing, large job opportunities provided by new technologies, accessibility to the multitude of jobs by Internet, job dissatisfaction, lack of required organizational commitment, lack of meritocracy in the organization and changing job requirements of individuals (Khalvandy & Abbaspour, 2013).

Therefore, enjoying talented human capital, although, is a necessary condition for organizational success but it is not enough (Rotol, 2001). They also need to the appropriate strategies and initiatives to utilize these talents to any organization more effectively (Sevim, 2009). Therefore, it is necessary to identify the status quo of talent management process in their organization well and by recognizing its strengths and weaknesses try to reinforce the strengths and remove the weaknesses and by optimizing talent management system be able to benefit their talents to the maximum capacity (Khalvandy & Abbaspour, 2013). now, with regard to the discussion mentioned above on the importance of talent management, its advantages and the effects that has on the performance of the organization and realization of the predicted goals; This research has been investigating the effects of this important strategy to attract and retain talented man powers of Kish free Zone organization and the main purpose of this study include: Measuring the impact of talent management on recruitment and retaining talented human resources, in the Kish Free Zone Organization.

**Literature and Research Background**

The term talent management was presented first in the late 1990s and when McKinsey researchers found that, the best practices that make high performance for companies is talent management (Mitchell et al., 2001).

The review of the talent management literature shows different definitions for it. Talent management is the strategic management of talent flow in an organization. it aims to guarantee a good supply of talents in order to adapt appropriate people by appropriate jobs at the appropriate time based on the organization's strategic objectives (Datagopta, 2005). In another definition talent management includes all the processes of human resources, management and technology. Talent management generally means the exploration, discovering, selection, maintenance, development and improvement, utilization, and reconstruction of workforce (Aschyr, 2004).

Reviewing various literatures in the field of talent management represents a range of different definitions. A survey conducted by the consultancy Towers Perrin shows that none of the 32 companies surveyed had no same definition on talent together and definitions depend on the strategy of the organization, type of company, the competitive environment and other factors (C.I. P.D, 2006). This company recommends the adoption of contingency approach in
defining talent. Some define talent as a series of individual capabilities including the skills, knowledge and development capabilities and improvement (Mitchell, 2001).

Another definition of talent includes individuals with high capabilities or with high performance. In this case, talented individuals may have specific work skills or specialized knowledge that distinct them from other employees and make their replacement difficult (Danonzio, 2008). According Dotagopt (2005), talent Management includes strategic management of a talents flow in the organization and its purpose is to make a source of available talent for matching appropriate people by appropriate jobs on appropriate time based on business strategy goals.

According to the Schweyer (2004), talent Management involves all processes, axes and human resources technology which usually includes: sourcing, selection, deployment, maintenance and development and modernization of talented workforce by analyzing and planning and combining different elements together. In other words, talent management of what occur in the process of attracting, developing and workforce management, can be used more efficiently for talented individuals because of Corellman opinion, talented individuals play a major role in the success of the company (Martin & Hetrick, 2006). Talent management may use the same human resource management tools, with the difference that it focuses on a relatively small part of workforce that are identified by their current performance and future capability as talent. In this case, key challenges include attracting, recruiting and developing and maintaining these employees (Trnsly, 2009). Here, we focus on talent pool both inside and outside the organization. This theory is derived from the theory of marketing such as brand, the employer and segmentation and separation of workforce by focusing on recruitment and retention of key individuals (Cappelli, 2008).

Talent Management includes three principal functions of attracting, developing and maintaining talent. The step of attracting talent includes those related to recruitment of employees with appropriate skill sets to the organization. At this stage, the organization must respond to the following questions: What type of human capital the organization invest in? How should the workforce be organized? How should organizations plan for staffing and recruitment for the emerging positions? What type of talents has a positive impact on the development of organization? (Kanvergys, 2007).

Nowadays, educated and skilled individuals are no longer waiting for lifetime employment but rather they want to be complied their profession by with their evolving needs and expectations. They prefer employers who allow them to decide. They want the opportunity of horizontal, as well as upwards, developments in the hierarchy of the organization, or to change jobs at key points in their career path. Some organizations, for ensuring of supplying talent flow in the future, recruit high school talented students or students from leading universities, while studying (Lafts, 2007). On the other hand, the hired employees need a clear and visible development path. Organizations should provide development and learning opportunities for employees to their skills be continually updated and adapted fitted to changing organizational requirements (Kanvrjyz, 2007). People who do not have development opportunities in the organization, would be looking for better opportunities. Succession planning and career path should show organizational commitment to long-term
success. Training with rich content and employee's accountability obligation about learning, is the key to success talent development (Lafts, 2007).

Maintaining policies is also designed to ensure from retention of individuals in the organization. The output of these policies is a flow of talent that create and maintain the talent pool (Armstrong, 2006). Fair compensation policy formulation is necessary for this purpose. Appropriate criteria for the talent analysis should be identified and be related to compensation and reward structures (Kanvergys, 2007). Managers should also look for ways to visible job opportunities in the organization. Some organizations are trying to encourage valuable employees who are retiring back to work in the organization (Lafts, 2007).

Many researches (Bernal and Vlynz, 2005; kiss and Bytytsy, 2006; Aschayr, 2004; Benjamin, 2003) are available that points out the relationship between talent and business performance of company and believe that this has increased investment in attracting talent, because talent management seeks to identify and differentiate organizational talents to achieve organizational performance excellence. Choueiri (2004) emphasizes that talent is the most important component of success in today's economy. But there is no precise formula that can be assessed in this regard, and showed its impact clearly. However, identifying and distinguishing talented employees, evaluating employees' performance and functionality within an organization and using this knowledge is necessary to assign, promote salary properly and develop individuals.

Vlins and Byntal (2005) show the companies with powerful systems of leadership development and talent management, experience high return on and the quality of capital than other competitors. Mackenzie research (2000) show that there is a direct relationship between the quality of succession-management program, differentiation of talented people from other and return on capital and shareholders' attention to the organization.

Talent management is followed by results such as performance promotion, sales improvement, and productivity increase in the organization. For this purpose, the improvement of organizational culture, systems and processes and determining performance targets as well as prioritizing resources, performance management should be considered as management performance criteria in order to make good use of information (Busi, 2006).

Rahmani and Sedaghati (2014) in the exploring research of talent management in Iran government organization stated training committed and expert human capital and providing the context of recruitment, directing and prosperity of top elite and talents is one of the most important strategies outlined in upstream documents of the country such as 1404 vision plan and comprehensive scientific map. This research is done on the purpose of assessing and exploring the talent management in Iran's public organizations given that not great attention is paid for the discussion of talent management in public organizations in today's current literature, so, the researcher focus on talent management with the approach related to the public organizations. In this research it is tried to talent management be more completely investigated in public organizations of Iran with the analytic approach by formulating concepts and patterns and also case study. Daneshfard and Raispour (2014) in management challenges of strategic opportunity talent for managing human resources stated the need for multi-national organizations as competitive advantage in global market is significantly
increased as it is possible over the last 20 years. This subject means strategic opportunity for managing human resources. The best example for such opportunities is to consider talent management. Over the last five years, this opportunity is expended and includes challenges such as scarcity of talent, surplus, location and movement of talent level, and talent compensation. However, these terms all are global talent challenges. In this study talent challenges and their strategic opportunities for the organization and the consequences of this strategic opportunities for the organization and for international human resource management is assessed. Gholami et al. (2013) in talent education-oriented research acknowledged new approach in the organizational quality-making. Talent management system is a system with a new and a holistic approach trying to compensate the weaknesses in existing management systems in the field of development of human capital. Since, organizational learning, in the world today, play an important role in the development of organization, this study addressed talent oriented training and its impact and dimensions were studied. Steps required to implement talent management system in educational systems and relevant processes were defined in this study.

Lee et al. (2014) in talent management research in China and India: the comparison between perception of management and human resources operations, showed different structural requirements for human resources institutions in each country, and also different needs in diagnostics and performance of talent management in international content. El. Eris et. al. (2014) in talent management study: current talents and future research guidance, stated this research fill the knowledge gap through multiple researches in multiple contents and there is a few research on talent management. So, this study investigates talent management and identifies several key cases effecting on research operation of talent management. Schiman (2014) in the study of from talent management to talent optimization stated the term talent management is very familiar to all but its definitions and applications is limited. The research shows a framework that provided as a bridge between important peoples and business outcomes such as returned on capital, financial performance, the quality, efficiency, profitability, customer and organizational processes and policies which increase or decrease talent optimizations.

**Conceptual Framework of Research**

In this study, previous researches on talent management and recruitment and retaining talented individuals in the organization were analyzed to investigate the effects of talent management in the Kish Free Zone organization. One of good and useful researches done in this field, is a research by Hosseini (2012). The researcher in his research as "the role of management in supplying and retaining talented human resources" investigated the effects of talent management on recruitment and retaining talented human resources in four aspects as follow :1) no to be vacant the key positions, 2) creating talent pool, 3) not to leave the organization, 4) job stability and security. Due to subject proximity and social and cultural terms governing on inside organizations, the aforementioned model is determined appropriate to be used in this study.

Finally, considering to descriptions above and the considered goals and hypothesis for this study, the conceptual model of research is provided as following:
Figure 1: Conceptual framework of the Research

Talent management

- Not to be vacant the key positions
- Creating talent pool
- Not to leave the organization
- Job stability and security

Reference: Hossaini, 2011

**The Main Hypothesis:**

Talent management is effective on recruitment and retaining talented human resources in Kish Free Zone organization.

**Specific hypotheses:**

1. Talent management effects occupation of key position in Kish Free Zone organization.
2. Talent management effects on creating talent pool in Kish Free Zone organization.
3. Talent management effects on staying in organization in Kish Free Zone organization.
4. Talent management effects on job stability and security in Kish Free Zone organization.

Data was described by using descriptive statistics methods including Frequency distribution, frequency percentage, collective relative frequency, mean, middle, standard deviation, minimum and maximum and deductive statistic methods including Kolmogrove-Smirnove test, one-sample t-test, and confirmatory factor analysis was used to analyze data. LISREL
and SPSS software were used to test hypothesis and also Kolmogrove-Sminove test was used to assess the data from the research variables being normalized.

**Research Methods:**

This study is applied in terms of purpose and is descriptive-analytical (non-experimental) of survey and cross-sectional in terms of methodology.

The population includes all managers (top, middle and operational), heads of departments and deputies of various sectors in Kish Free Zone organization and subsidiary companies; which according the latest statistics from employment agency are 147 people. Sampling method will be simple random sampling method. The number of the sample was selected by using Kerjci Morgan table and utilizing Cochran Formula to the number of 108 people.

The questionnaire of the effect of talent management on recruitment and maintenance of talented human resource will be used as the tool for collecting required information. This questionnaire is designed and used inspiring from Hosseini research in 2011 as "the role of talent management in supplying and maintenance of talented human resource". According to the theoretical framework provided by the mentioned research, the effect of talent management on recruitment and maintenance of talented human resource in four areas as 1- not to be vacant the key position, 2- creating talent pool, 3- not to leave the organization, 4- job stability and security, was investigated. This questionnaire includes 45 questions on measuring the status of each research variables according to the used model.

The Validity of the questionnaire of this study is a kind of face and content validity that in this regard, the content of the questionnaire was investigated by supervisor professor and after the diagnosis and confirmation by supervisor professor, the questionnaire was also offered to a number of experts in the field of human resource management and university professors that based on the objectives and research hypotheses and also referring to earlier conducted research was finally confirmed. Cronbach Alpha method was used to determine the reliability of the questionnaire that the overall alpha for the questionnaire was obtained 0.87, indicating the high reliability.

**Research Findings**

**Descriptive Statistics**

In descriptive examination, 75 of subjects were males (70.8%) and 31 women (29.2 %), 11 were unmarried (10.4%) and 95 were married (6/89 %), respectively. In the ages of the subjects, 13 of subjects were lower than 30 years (12.3%) and 35 of subjects were 31 to 40 years (33%), 28 persons were 41 to 50 years old (26.4%) and 30 others (3.28 %) were over 50 years. In the category of education, 18 people associate degree and less (17 %), 59 had B.A (7/55%) and 29 had M.A and higher degree (27.4%). In Service record also 9 subjects (5.8 %) had under 5 years, 21 subject (19.8 %) 6 to 10 years, 26 subjects (24.5%) 11 to 15 years and 29 subjects 16 to 20 years (27.4%) and 21 patients (19.8 %) more than 20 years of experience.
Before examining the research hypotheses, descriptive variables were investigated. Table 1 shows descriptive indices such as mean, median, mode, standard deviation, minimum and maximum.

Table 1. Descriptive statistics of research variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>Standard deviation</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupation of positions</td>
<td>106</td>
<td>3.56</td>
<td>3.68</td>
<td>3.88</td>
<td>0.89</td>
<td>1.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Creating talent pool</td>
<td>106</td>
<td>3.39</td>
<td>3.37</td>
<td>5.00</td>
<td>1.11</td>
<td>1.01</td>
<td>5.00</td>
</tr>
<tr>
<td>Staying in organization</td>
<td>106</td>
<td>3.89</td>
<td>3.87</td>
<td>3.88</td>
<td>0.80</td>
<td>1.75</td>
<td>5.00</td>
</tr>
<tr>
<td>Job stability and security</td>
<td>106</td>
<td>3.55</td>
<td>3.62</td>
<td>3.75</td>
<td>0.85</td>
<td>1.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Recruitment and Maintenance of talented human resource</td>
<td>106</td>
<td>3.60</td>
<td>3.59</td>
<td>2.88</td>
<td>0.58</td>
<td>1.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Talent Management</td>
<td>106</td>
<td>3.45</td>
<td>3.53</td>
<td>3.00</td>
<td>0.82</td>
<td>1.15</td>
<td>5.00</td>
</tr>
</tbody>
</table>

As you can see, the variable of having no vacant key positions have a mean of 3.56, median of 3.68, mode of 3.88, standard deviation of 0.89, minimum of 1.00 and maximum of 5.00. the variable of creating a talent pool has a mean of 3.39, median of 3.37, mode of 5.00, standard deviation of 1.11, and minimum and maximum of 1.01 and 5.00 respectively. The variable of not to leave the organization has a mean of 3.89, median of 3.87, mode of 3.88, standard deviation of 0.80, minimum of 1.75 and maximum of 5.00. The variable of Job stability and security has the mean of 3.55, median of 3.62, mode of 3.75, standard deviation of 0.85, the minimum of 1.00 and maximum of 5.00. the variable of recruitment and maintenance of talented human resource has the mean of 3.60, the median of 3.59, mode of 2.88, standard deviation of 0.58, the minimum of 1.00 and the maximum of 5.00 and the variable of talent management has the mean of 3.45, the median of 3.53, the mode of 3.0, standard deviation of 0.82, the minimum of 1.15 and maximum of 5.00.

Hypotheses Test

After collecting information about the variables, the Kolmogorov-Smirnov test was carried out which findings indicated all variables are normal, so the parametric tests were used to test the hypotheses.

After test of variables normality and providing descriptive indices of variables, we check the status of research variables described above. To check the status of research variables, we use
single-sample t-test and since the items are with the response of five-item Likert, we compare the mean for each variable with the fixed value of 3 (mean, median), in this test the null hypothesis is equality of mean to the amount of 3 and when computing value of t is big or the sig. is lower than 0.05, the equality hypothesis is rejected and If the mean is lower than 3, that means the variable status is lower than average and if the mean values were greater than 3, the variable status is more than average and if the sig. is more than 0.05, it means that the status is in moderate level.

Table 2: results of one-sample t-test of research variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Test Constant value of 3</th>
<th>The results</th>
<th>The status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard deviation</td>
<td>T statistic</td>
</tr>
<tr>
<td>Having no vacant key position</td>
<td>3.56</td>
<td>0.89</td>
<td>6.50</td>
</tr>
<tr>
<td>Creating talent pool</td>
<td>3.39</td>
<td>1.11</td>
<td>3.63</td>
</tr>
<tr>
<td>Staying in organization</td>
<td>3.89</td>
<td>0.80</td>
<td>11.51</td>
</tr>
<tr>
<td>Job stability and security</td>
<td>3.55</td>
<td>0.85</td>
<td>6.66</td>
</tr>
<tr>
<td>Recruitment and maintenance of talented human resource</td>
<td>3.60</td>
<td>0.58</td>
<td>10.59</td>
</tr>
<tr>
<td>Talent management</td>
<td>3.45</td>
<td>0.82</td>
<td>5.68</td>
</tr>
</tbody>
</table>

As you can see from the table (2), the variable of having no vacant key position has a mean of 3.56, according to the t statistic equal to 6.50 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.

the variable of creating talent pool has a mean of 3.39, according to the t statistic equal to 3.63 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.
the variable of not to leave the organization has a mean of 3.89, according to the t statistic equal to 11.51 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.

the variable of job stability and security has a mean of 3.55, according to the t statistic equal to 6.66 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.

the variable of recruitment and maintenance of talented human resource has a mean of 3.60, according to the t statistic equal to 10.59 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.

the variable of talent management has a mean of 3.45, according to the t statistic equal to 5.68 and P value less than 0.05, the null hypothesis is rejected and therefore, from the perspective of managers (top, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, the status of variables is more than average or in other words, it is desirable.

We use the structural equation path analysis to investigate the research hypotheses. For determining the impact of each variable to each other and significance of coefficients, path analysis is used in two modes of standardized coefficients and t values. Chi square indicators, normalized fit index, comparative fit index, goodness of fit indicator, root squares of estimation errors, adjusted goodness of fit index, increasing fitness index and not normalized fitness index were used to evaluate the adequacy of the models.

Figure (2) theoretical pattern of research
Table 3 show the information related to the casual variables (latent) of research.

Table 3: Casual model variables of research

<table>
<thead>
<tr>
<th>Variable</th>
<th>The number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endogenous</td>
<td>4</td>
</tr>
<tr>
<td>Exogenous</td>
<td>1</td>
</tr>
<tr>
<td>Observations</td>
<td>106</td>
</tr>
</tbody>
</table>

Before providing the model, the used variables are provided by abbreviated notations in the table (4).

Table 4: Details and signs indicators and latent in the research model

<table>
<thead>
<tr>
<th>Row</th>
<th>Variable</th>
<th>Symbol</th>
<th>Indices symbols</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Having no vacant key position</td>
<td>KP</td>
<td>KP1-KP8</td>
</tr>
<tr>
<td>2</td>
<td>Creating talent pool</td>
<td>CT</td>
<td>CT1-CT8</td>
</tr>
<tr>
<td>3</td>
<td>Not to leave the organization</td>
<td>NLO</td>
<td>NLO1-NLO8</td>
</tr>
<tr>
<td>4</td>
<td>Job stability and security</td>
<td>SJS</td>
<td>SJS1-SJS8</td>
</tr>
<tr>
<td>5</td>
<td>Recruitment and maintenance of talented human resource</td>
<td>HUMAN.RESOURCE</td>
<td>KP1 TO SJS8</td>
</tr>
<tr>
<td>6</td>
<td>Talent management</td>
<td>MT</td>
<td>MT1-MT13</td>
</tr>
</tbody>
</table>

Path analysis was used to measure the effect of talent management on recruitment and maintenance of talented human resource in Kish Free Zone organization which figures (3) and (4) show the output of LISREL software in two model of standard and significance (t value) coefficient.
Figure (3) the main model of research in the mode of standard coefficient
Figure (4) the main model of research in the mode of significance of coefficients (t value)
As shown in Table (5):

In evaluating the main hypotheses, standard path coefficient between variables of talent management and recruitment and maintenance of talented human resources is equal to 0.27, t value is equal to 2.72 which is greater than 1.96, the result is that, from the perspective of managers (excellent, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on recruitment and maintenance of talented human resources. So, the main hypothesis of this study is confirmed.

In evaluating the first specific hypotheses, standard path coefficient between variables of talent management and having no vacant key position is equal to 0.21, t value is equal to 2.12 which is greater than 1.96, the result is that, from the perspective of managers (excellent, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on having no vacant key position. So, the first hypothesis of this study is confirmed.

In evaluating the second specific hypotheses, standard path coefficient between variables of talent management and creating talent pool is equal to 0.36, t value is equal to 3.77 which is greater than 1.96, the result is that, from the perspective of managers (excellent, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on creating talent pool. So, the second hypothesis of this study is confirmed.

In evaluating the third specific hypotheses, standard path coefficient between variables of talent management and not to leave the organization is equal to 0.31, t value is equal to 3.18 which is greater than 1.96, the result is that, from the perspective of managers (excellent, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on not to leave the organization. So, the third hypothesis of this study is confirmed.

In evaluating the fourth specific hypotheses, standard path coefficient between variables of talent management and job stability and security is equal to 0.24, t value is equal to 2.54 which is greater than 1.96, the result is that, from the perspective of managers (excellent, middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on job stability and security. So, the fourth hypothesis of this study is confirmed.
middle and operational) and deputies of various departments and subsidiaries in Kish free Zone organization, talent management is effective on job stability and security. So, the fourth hypothesis of this study is confirmed.

**Reviewing Model Adequacy**

After path analysis, the adequacy of the fitted model was reviewed. Notably that through the various indicators of the desired pattern fitness, the root mean square of estimation error and goodness of fit are the best indicators and can adequately determine model fitness. Results showed that the value of chi square statistic in the model is equal to 97.1290, the degree of freedom is equal to 941 that their ratio outcome is equal to 1.37 which is acceptable. On the other hand, model fit indices such as NNFI, NFI, CFI and IFI are all acceptable and appropriate and RMR index is also 0.13.

**Summary and Conclusion**

The finding from one-sample t-test show, considering to the values of mean, middle, standard deviation, t statistic value, and the probability, the null hypothesis for all the research variables as having no vacant key position, creating talent pool, not to leave the organization, job stability and security, recruitment and maintenance of talented human resource and talent management, is rejected, therefore, from the viewpoint of the subjects, the status of studied variables in Kish Free Zone organization and its subsidiaries is more than the average or in other words is desirable. The finding from the main and other research hypothesis showed, from the viewpoint of managers (top, middle and operational) and deputies of Kish Free Zone organization, talent management is effective on recruitment and maintenance of talented human resource and each of its components as; having no vacant key position, creating talent pool, not to leave the organization, job stability and security, recruitment and maintenance of talented human resource and talent management in Kish Free Zone organization.

**Recommendations**

Based on the obtained data and by referring to the results from the research hypothesis regarding the positive impact of talent management on having no vacant key position, creating talent pool, not to leave the organization, job stability and security, recruitment and maintenance of talented human resource is provided as following:

1. To be organizations protected from political pressure over the appointment and hiring and respect for meritocracy in this regard.

2. To do important and affecting decision making from the managers of the company in such a manner that an alignment arise between individual and organizational objectives for the majority of employees.

3. To create conditions and opportunities required for personal growth and development employees.
4. To determine objectives and the expected level of talent management system and making the different categories of employees explained in this regard.

5. To evaluate the success of research and supporting new plan and ideas of employees.

6. The existence of non-financial rewards system such as employee sample selection, the presence of talented employees in scientific conferences on behalf of the organization, making committed and talented employees participated in training workshops and so on.

7. To equal opportunities in the job upgrade path for all the employees.

8. To stabilize in managing various sector of the organization and positive and successful background and experience in implementing modern management ideas.
References


Khalvandi, F; Abbas Pour, Abbas (2012)." Designing optimization model for talent management process: A Case Study of Pars Oil and Gas Company. General management Research of sixth years, nineteenth volum, spring 2012. 103. 128 pages.


