

# Designing a hybrid model of talent management and organizational transparency in Iran veterinary organization

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## Abstract

Talent management and increasing the capabilities of employees in various organizational fields play an important role in the performance and behaviour of employees. The purpose of this research was to present to design of the combined model of talent management and organizational transparency in Iran's veterinary organization. The research method is descriptive and library method and It is practical in terms of purpose. The statistical population of the research is 25 experts from Iran's veterinary organization. Data collection was done through a researcher-made questionnaire with standard components, 8 main variables and sub-variables of structural modelling were tested and the validity and reliability of the variables were ensured through Cronbach's alpha. LISREL software was used to analyze the research data and ISM mathematical interactive relationships were used to stratify the variables. Based on the structural equation test, the research findings have shown that the final model of this research has 8 dimensions, and 46 components the relationships between the variables have been confirmed, and the main variables of talent management include four dimensions (talent attraction system, talent evaluation and discovery system, talent development and training system, talent retention system) and the dependent variable of organizational transparency includes four dimensions (participation, basic information, accountability, concealment) and at the end, it is suggested to develop and institutionalize this model in Iran veterinary organization, by promoting the talent management model and organizational transparency and to take action to realize Organizational goals.

Keywords: human resource, talent management, organizational transparency  
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## 1 Introduction

Talent management does not play its role in the basic functions of many organizations. The understanding of organizations regarding their identification is more focused on basic skills in the framework of market-oriented structures, that means strategic work units. Organizations should not be seen only as a set of products or services, but also should be seen as a set of skills [11]. Talent management is considered as a factor that plays an important role in organizational success and creates a competitive advantage for the organization [3]. Talent management, in some definitions, has been proposed as a managerial function or one of the tasks of human resource management [27]. Organizational transparency means sharing positive and negative information with employees of the organization in

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a clear way. Whether the information is positive, negative or neutral, it should be shared with the employees of the organization. According to this view, employees are responsible for the success or failure of the organization, hence they should be aware of its internal issues. The more employees know about the organization, the more they consider themselves as a part of that organization [25]. Organizational transparency is a vital factor in attracting the trust of citizens and external audiences and increasing the satisfaction and productivity of employees and internal members of governmental organizations and institutions providing public services [4]. While organizations and companies deal with a range of critical scenarios and situations, the way an organization reacts during a crisis can make or break the organization's opportunity to positively influence stakeholders' attitudes, behaviors, and emotions [1]. Transparency is more or less effective by providing a potential mechanism for understanding the response to different types of crises that differ at different levels of organizational critical responsibilities [1]. Also, according to the report of Transparency International, in 2019, Iran was ranked 146 out of 180 countries, and New Zealand ranks first among them. As mentioned, in the current world, talent management and organizational transparency are two very important factors in organizations and based on this, extensive researches has been done in the field of identifying the influential factors in each of these fields by researchers in the field of human resources and for each of The mentioned areas of different models and factors were explained.

According to the mentioned cases, it can be said that the importance of talent management as well as organizational transparency in Iran governing body is very clear and obvious, therefore, in this article, an attempt is made based on the models defined by prominent researchers and also applying the existing conditions in Iran, to design a hybrid model of talent management and organizational transparency in governmental organizations and the question that the researcher is looking for in this research is: What is the combined model of talent management and organizational transparency in Iran veterinary organization?

## 2 Theoretical foundations of research

### 2.1 Talent management

In today's world, with increasing global competition, organizations must try more than ever to convert their employees to the common vision of the company in order to establish long-term cooperation and save organizational knowledge with the expansion of the concept of strategic management. With increasing competition in human resources, career planning has become inevitable and new motivational tools for employees such as talent management have emerged [21]. It is inevitable that organizations focus on the end product, but this must be complemented by a strong focus on core skills. Organizations should not be seen only as a set of products or services, but at the same time they should be seen as a set of skills [18]. In recent years, management has been considered as a factor that plays an important role in organizational success and it creates a competitive advantage for the organization [3]. Talent management, in some definitions, has been proposed as a managerial function or one of the tasks of human resource management [17]. Talent management represents a significant change in the principles of human resource management and a new method in integration of processes and systems of human resource management [2].

According to Schiemann [26], talent management is a unique activity and includes all the activities related to the organization's talents from recruitment to retirement. Talent management is a strategic management that identifies the key positions of the organization [8]. Talent management includes human resource practices to attract, select, develop and retain high-potential employees in key organizational positions [7]. Mehmet and others (2013) conducted a research titled "Effects of Talent Management on Organizational Trust". This study is noteworthy in that, it looks at the effects of talent management on organizational trust, organizational effectiveness, and performance [3].

### 2.2 Talent attraction

One of the most important processes in talent management is attracting talented people. One of the problems in organizational systems is always the selection and recruitment of suitable people based on appropriate indicators [20]. One of the problems of organizational systems is attracting suitable people from outside the organization and identifying talents within the organization. This step requires time and money. Therefore, by choosing the right method of recruitment, the costs of the organization can be reduced. The responsibility of hiring the most talent is not only time-consuming but also requires financial investment; Especially if it is specific to the executive positions of the organization. Organizations should be creative in the field of recruitment strategy development and avoid using traditional recruitment methods in attracting new personnel [22]. Also, Chambers et al. [6] concluded in his studies that in most industries and countries, payments do not have a significant effect on attracting and retaining employees. Two elements that managers often mention as maintaining factors are trust and pride in the ability of managers to

make decisions on behalf of the organization. Paying as a way to retain talents is stated in the third rank. In a research aimed at investigating the impact of talent management strategy (attraction strategy, localization strategy, investment strategy and retention strategy) on the development process of employees, Alsawalhah (2020) conducted a study. The results of the study show that there is an important role for strategic talent management in employee development in Jordanian pharmaceutical companies [2].

### 2.3 Talent discovery

The goal of the organization in the talent discovery stage is to identify talented employees from among qualified people. In the attraction stage, the identified people are selected according to the needs of the organization [20]. Today, organizations do not use traditional methods to select their employees, but methods the same as talent tests, personality tests and job knowledge tests are used. Alanazi [1] during a research, studied talent management methods in oil and gas organizations in Saudi Arabia and their impact on the results of talent management, including employee satisfaction and commitment. The results indicate various issues, including the need to adopt formal approaches to identify talents and shortages of development opportunities. In addition, most participants reflected poor satisfaction levels and a strong lack of commitment was observed among younger employees [1]. Jahangiri et al. in a research entitled "Effect of talent management on job performance" investigated the effect of talent management on job performance of employees through job satisfaction and work effort of employees in governmental organizations located in Tehran. The test of research hypotheses showed that talent management has a significant effect on job satisfaction, work effort and job performance, and the effect of job satisfaction on performance was also confirmed [16].

### 2.4 Development and improvement

Because talented people have unique characteristics, the development process for this group of people in the organization should be defined in a special way [20]. One of the methods of talent development is to encourage talented employees to accept the responsibility of their development process. For example, these people can be asked to state the factors that improve and develop their performance. It includes topics of learning and development. At this stage, employees need a tangible and transparent career development path. The organization needs more invests on employees in order to create learning opportunities for development to be able to keep their skills up-to-date in order to respond to the future expectations and needs of the organization [18].

### 2.5 Maintenance

Maintenance of employees has a very tight and close connection with the organization's performance management system. Paying attention to the challenges and expectations of the young generation is very important to maintain them. Talented people enforce on the organization to improve their abilities and capabilities continuously [22]. In another research, Azutoru et al [5] investigated the impact of organizational transparency on the performance of insurance companies in Nigeria. The findings of this research showed that disclosure of information, adherence to clear values and people-oriented leadership have a positive and significant relationship with organizational transparency. At this stage, policies are designed to ensure that people remain in the organization. The output of these policies creates a source of talent for the organization. Today, an organization will be successful if, after attracting talented people, it has a proper plan to keep them [22]. The compensation system can specify the expectations of skills, performances, needs, experiences and behaviors. This system should be designed to get the most performance at every skill level in the organization. Salary and compensation support all organizational goals and are effective not only during recruitment, but also in the performance of the organization [14].

### 2.6 Talent alignment and retention

At this stage, a question arises for managers, how to keep people in the organization? Employee retention in the organization is very close to the organization's performance management system. A compensation system can specify expectations for skills, performance, needs, experiences, and behaviors. This system should be designed to get the most performance at every skill level in the organization. salary and compensation, support all organizational goals and are effective not only during recruitment, but also in the performance of the organization [14].

## 2.7 Organizational transparency

In the third millennium, organizations have found a high and prominent role in the structure of societies and they are created with the aim of meeting specific needs [28]. Each country and each community needs strong tools and leverage to preserve its borders and survive its government and one of the most important executive arms of this government is governmental organizations and institutions, which are established with the aim of serving the members of the society and are considered as the implementers of government agendas and the link between the people and the government elements and with trust and reliance on these institutions, one can expect the implementation of the strategic plans and goals of the governance system [17]. Through occurrence of changes in the development of science and knowledge in various fields, all aspects of human's organizational and personal life have been overshadowed so that the current world has undergone a fundamental change and metamorphosis [27]. Organizations in this changing era, are not allowed to manage in a traditional way due to the changes and transformations caused by skills, abilities, competitors and technology, [13] and to last in the present turbulent and chaotic era needs new ideas and innovative and fresh theories. New thoughts and ideas are breathed into the body of the organization like a soul and protect the organization against fierce storms [9].

## 2.8 Talent management and organizational transparency

In the current world, talent management and organizational transparency are two very important factors in organizations and based on this, extensive research has been done in the field of identifying the influential factors in each of these fields by researchers in the field of human resources and for each of the mentioned fields different models and factors were explained. On the other hand, in some researches a significant relationship between talent management process and organizational transparency was observed and proved. Considerable point is that considering the newness of the topic of organizational transparency, although several researches have been conducted on organizational transparency and talent management by various researchers and relatively complete and comprehensive models of each of the above factors have been presented in various fields. But the number of researches on the relationship between talent management and organizational transparency is very few. But this little researches also confirm the positive relationship between talent management and organizational transparency. Mocetti and Orlando (2017) in a research titled "Corruption and selection and allocation of personnel in the public sector" pointed out that in public organizations in regions with less transparency, the selection of employees in terms of human capital was observed worse, compared to their counterparts in the private sector. In addition, corruption is associated with the displacement of human resources and, in particular, with an increase in the level of skill shortages among governmental personnel, especially among high-skilled occupations [19]. In another article titled "Transparency and talent allocation in money management" it was presented by Gervais and Strobl [10]. The results of this research showed that managers with high skills in trying to efficiently convince investors about their quality over time tend to long-term performance over cost monitoring and put transparency at the top of their work. In contrast, managers of moderate skill, whose expected performance may not be rapidly distinguishable from that of low-skilled managers, rely on their fund's transparency to convince investors that their skills, though less than those of the above types, are still valuable. Managers with low skills, fearing that the supervision related to transparent funds will show that their investment strategies are useless and introduce them as defendants, do not show much desire for the factor of transparency and avoid it in a way. In another article published by the Korn Ferry Institute in 2013, it was stated that based on research conducted at the Succession Management Conference in 2013, organizations with mature talent management strategies share information about their potential strategy with all Stakeholders such as HR leaders, business unit leaders, high-potential leaders and all employees. These researches can be a suitable support for considering a logical connection between talent management and organizational transparency and pave the way for presenting a hybrid model of talent management and organizational transparency. Mocetti and Orlando (2017) in a research titled "Corruption and selection and allocation of personnel in the public sector" pointed out that in public organizations in areas with less transparency, the selection of employees in terms of human capital was observed worse, compared to their counterparts in the private sector. In addition, corruption is associated with the displacement of human resources and in particular, with an increase in the level of skill shortages among governmental personnel, especially among high-skilled occupations [19]. Moein et al. (2021) in a research identified and ranked the components of organizational transparency with the approach of promoting organizational health in Zahedan University of Medical Sciences [20]. Sampling in the qualitative part was done by a targeted method and in the quantitative part by a simple random sampling method. The data collection tool was a researcher-made questionnaire containing 106 items that included 14 dimensions of organizational transparency and 9 dimensions of organizational health [4]. The results showed that all 14 dimensions of organizational transparency are effective in promoting organizational health in Zahedan University of Medical Sciences. An article published by the

Korn Ferry Institute in 2013 stated that, based on research conducted at the 2013 Succession Management Conference, organizations with mature talent management strategies share information about their potential strategy with all stakeholders the same as HR leaders, business unit leaders, high-potential leaders and all employees.

### 3 Methodology

**Population and statistical sample:** This research deals with the design and formulation of the talent management model based on organizational transparency in Iran veterinary organization. The statistical population of this research is all the experts, managers and employees of Iran veterinary organization, whose number is 5970 people. The statistical samples of the research were selected using stratified random sampling. Based on Cochran's formula, a statistical sample of 361 people was determined at a confidence level of 95% based on which 400 questionnaires were distributed, and finally, after removing some incomplete questionnaires, 361 acceptable questionnaires were analyzed.

**Variables and measurement scale:** Refinement of variables based on the opinion of experts and university professors (66 variables were provided to 35 experts and the final variables were selected in three stages) by Delphi technique, 59 variables were provided to experts and 4 main variables were talent management and 4 main variables of organizational transparency and 46 sub-variables with an average above 7 have been selected for analysis. The current research has 4 main variables of talent management and 4 main variables of organizational transparency and 46 sub-variables, which were measured based on a researcher-made questionnaire with standard components and in the range of 1-5 options. The research variables include two main variables and 46 sub-variables. The independent variables are: talent management including four dimensions (talent attraction system, talent evaluation and discovery system, talent development and training system, talent retention system) and the dependent variable of organizational transparency including four dimensions (participation, basic information, accountability, concealment).

**Validity and reliability:** In this research, Cronbach's alpha tests were used to determine the reliability of the questionnaire, as well as the GFI test was used to determine the validity, SLR (systematic review) technique was used. After preparing the preliminary questionnaire, the questionnaire was given to 25 experts, and after making the necessary writing corrections, its formal and content validity was confirmed by the mentioned experts. The reliability of each dimension of the questionnaire was calculated separately and their report is presented in Table 1.

Table 1: Reliability of questionnaire dimensions

Variable	Cronbach's alpha	composite reliability	Mean variance extracted
Talent attraction system	0.870	0.900	0.562
Evaluation and talent discovery system	0.803	0.870	0.627
Talent development and training system	0.848	0.887	0.569
Talent retention system	0.796	0.853	0.592
Talent management	0.749	0.841	0.570
Participation	0.878	0.905	0.578
Basic information	0.869	0.902	0.575
Accountability	0.862	0.901	0.647
Concealment	0.826	0.885	0.659
Organizational transparency	0.720	0.828	0.553

#### 3.1 Analytical techniques

Structural equation modeling technique was used to determine the relationships between variables and the comprehensiveness of the model using pls software and Cronbach's alpha test to determine reliability, as well as GFI test to determine validity.

### 4 Findings

In this section, after reviewing the literature and using the technique (SLR), all the main and secondary variables were identified. First, 66 variables related to the research topic were extracted from the research literature, then three stages of refinement were performed by 25 people. In the first stage, 8 variables were extracted. In this stage, according to the results of the open codes, the number of which was more up to 66 variables, the relevant variables were extracted with the opinion of researchers and consultants. In the second stage, experts' opinions were refined based on the Delphi method, in which 8 main variables and 56 sub-variables were extracted.

And in the final stage, the researcher, according to the previous stages, deals with the strength of the concepts and factors, which finally reached the number of 8 main variables and 46 sub-variables. In the next step, the approved questionnaire was provided to the experts and it was examined using the structural equation test of the initial model. And to determine the leveling of the variable, the mathematical test of the self-interaction matrix has been used.

### 4.1 Structural model

At this stage, according to the 8 main variables and 46 sub-variables extracted from the literature review, the structural equation model of talent management and organizational transparency model is presented as follows.

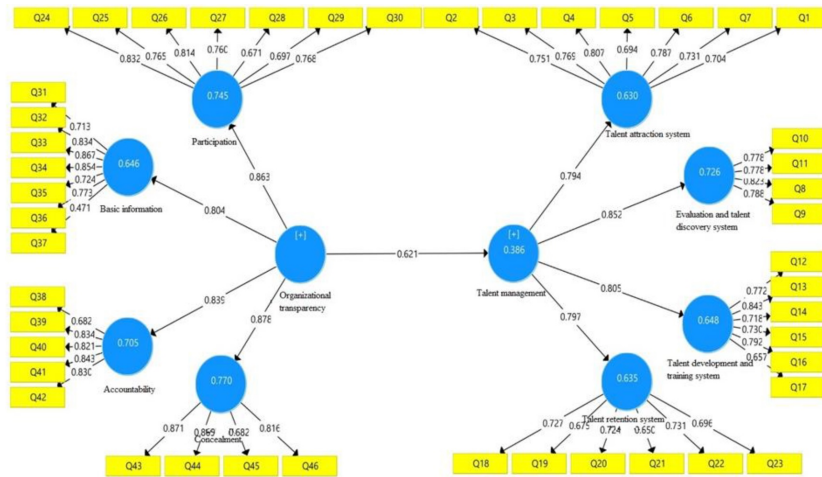


Figure 1: The structural model of research in the case of standard path coefficients

Figure 1 shows significant coefficients that must be greater than 1.96 to make the relationships between variables significant at the 0.05 error level. The above figure shows the test of the research model (mode of significant coefficients). Through using this test, it is possible to understand the significance of the relationship between research variables. In this case, relationships will be significant if the number on the relationship arrow is outside the range (1.96 and -1.96). This means that if the number is between 1.96 and -1.96 in this test, their relationship will be meaningless and accordingly the path coefficient of that relationship will also be meaningless.

As can be seen in figure 1, the values of significant coefficients (T-value) are greater than 1.96 and this indicates that all path coefficients in figure 2 are significant at the error level of 0.05.

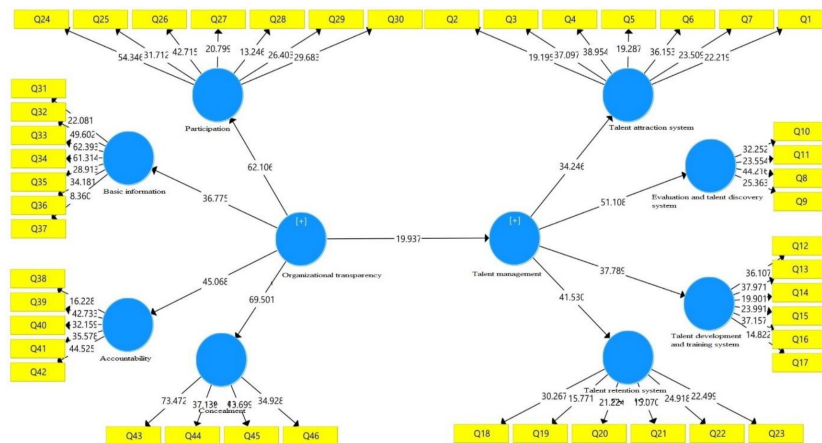


Figure 2: The structural model of the research in the case of significant coefficients

Figure 2 shows the research model in standard estimation mode. Also figure 2 shows the coefficients of the path in the standard mode, which are in the range (-1,1) and indicate the degree of relationship between the variables. The value of the criterion for the appropriateness of the path coefficients is 0.4. In the above graph, the absolute value

of the path coefficients of the questions is greater than 0.4, which shows the appropriateness of this criterion. The numbers seen on the arrows in the above figure are path coefficients and indicate the intensity of the relationship between the variables and the direction of this relationship. The larger the path coefficient number, the stronger relationship between the independent variable and the dependent variable. For this reason, it can be stated that if the coefficient of the path is a positive number, the relationship between the independent variable and the dependent variable is direct, and as the value of the independent variable increases, the value of the dependent variable will also increase, and if the coefficient of the path is a negative number, the relationship between the independent variable and dependent variable are inverse and as the value of independent variable increases, the value of dependent variable will decrease.

As mentioned, the test of standard coefficients only deals with the intensity and direction of the relationship between the independent variable and the dependent variable and does not have the ability to decide on the significance of the relationship.

#### 4.2 Determining relationships and leveling dimensions of talent management and organizational transparency in the Iran Veterinary Organization

To determine the relationships and leveling of the criteria, the set of outputs and the set of inputs for each criterion should be extracted from the received matrix. The set of outputs includes the criterion itself and the criteria that are affected by it. The set of inputs includes the criterion itself and the criteria that affect it. After determining the input and output sets, the share of these sets is determined for each of the indicators. In this way, the common set is obtained for each indicator. The indicators whose output and common set are completely similar are placed at the highest level of the hierarchy of the interpretive structural model. In order to find the components of the next level of the system, the components of the highest level are removed in the mathematical calculations of the related table, and the operations related to determining the components of the next level are performed like the method of determining the components of the highest level. This operation is repeated until the components of all levels of the system are determined. As indicated in table 2, the dimensions of participation, accountability and concealment are placed at the first level. When the elements of the highest level are determined in the first iteration, these dimensions must be separated from other dimensions and removed, this process is repeated until the level of all dimensions are determined.

Table 2: Determining the first level in the hierarchy of interpretive structural modeling of talent management dimensions and organizational transparency in the Iran Veterinary Organization

Dimensions	Row output set (effect)	Column input set (effectiveness)	Subscription	Level
talent attraction system (1)	1,2,3,4,5,6,7,8	1,2,3,4,6	1,2,3,4,6	
talent evaluation and discovery system (2)	1,2,3,4,5,6,7,8	1,2,3,4,6	1,2,3,4,6	
talent development and training system (3)	4,5,6,7,8,1,2,3	1,2,3,4,6	1,2,3,4,6	
talent retention system (4)	1,2,3,4,5,6,7,8	1,2,3,4,6	1,2,3,4,6	
Participation (5)	5,7,8	1,2,3,4,5,6,7,8	5,7,8	1
basic information (6)	1,2,3,4,5,6,7,8	1,2,3,4,6	1,2,3,4,6	
Accountability (7)	5,7,8	1,2,3,4,5,6,7,8	5,7,8	1
Concealment (8)	5,7,8	3,4,5,6,7,8,1,2	5,7,8	1

The final model obtained in this research consists of two levels. Factors that are at higher levels have less influence and are more influenced by other factors. Lower level factors are more effective. Based on the interpretive structural model of the dimensions of talent management and organizational transparency, the dimensions (fundamental information, evaluation and discovery system, talent attraction system, development and training system, talent retention system) are influential factors and factors (concealment, participation and accountability) are influential factors.

## 5 Discussion and conclusion

This research was carried out with the comprehensive model of talent management and organizational transparency in Iran veterinary organization. Based on this, the present research in connection with the use of the structural equation tests questionnaire and determining the desirability of the components has been investigated and using the ISM mathematical stratification test, the level of influence and effectiveness of the components has been determined. The results of the ISM stratification test showed that the influencing level at level one includes dimensions (fundamental information, evaluation and discovery system, talent attraction system, development and training system, talent

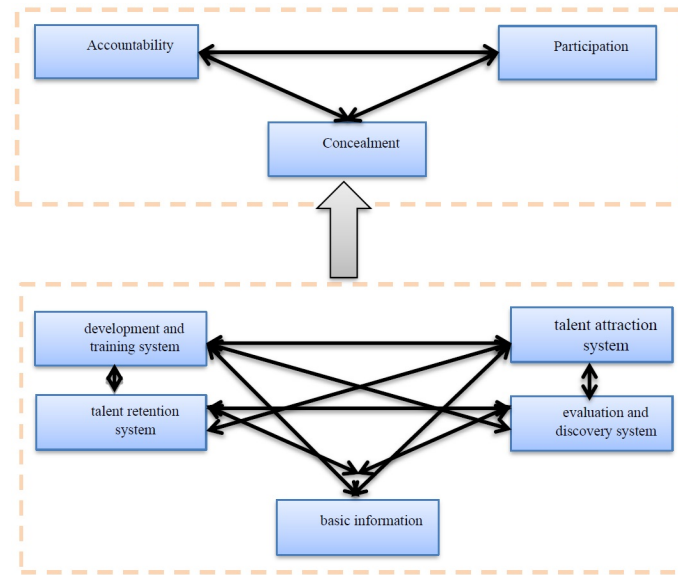


Figure 3: Interpretive structural model of talent management dimensions and organizational transparency in the Iran Veterinary Organization

retention system) and level two influencing components include dimensions (hiding, participation and accountability). The findings of this research showed that the model of talent management and organizational transparency includes the main variables of talent management including four dimensions (talent attraction system, talent evaluation and discovery system, talent development and training system, talent retention system) and the dependent variable of organizational transparency including four Dimensions (participation, basic information, accountability, concealment) were identified. The sub-variables of the talent management variable dimensions include the talent attraction system (providing rewards, creating equal opportunities to attract talent, supporting enthusiastic people, searching for top graduates and innovators, conducting specialized interviews according to required jobs, reviewing records and local research, matching the job is respected by the employee in the organization), the talent evaluation and discovery system includes (identifying talents and creating a talent fund, trying to choose the best talents, including the recruitment of talented people in the goals, missions and vision of the organization, evaluating key talented people by experts), talent development and training system including items (moving employees in similar jobs that involve variety of activities (job rotation), holding training courses inside and outside the company, creating a suitable mechanism for training employees through coaching , creating a suitable mechanism for training employees through teacher-apprenticeship, developing a succession planning system, equal job opportunities), the talent retention system index includes items (respecting talented employees, strengthening the sense of success and progress, creating commitment management in the field of talent development, encouragement to create good relationships with colleagues and managers, managers' accountability for talent management, not keeping unsuitable people) and the transparency questionnaire includes the following indicators and items: Participation includes items (effort to receive feedback from people about the quality of information, to provide detailed and detailed information to people, to facilitate the process of obtaining the information needed by people, to ask people's opinions before decision making, to allocate a part of the organization's time to know the characteristics of and the needs of people, the inclusion of missions, the description of the duties of the relevant institutions and units in public websites, the existence of instructions and a clear process of career promotion) and the index of basic information including the items (providing information on time and within the stipulated time for people, providing information that can be compared with past performance, providing information that is easy for employees to understand, making available all the valid rules and regulations governing the organization, appropriate and timely information about privileges and welfare matters to employees. appropriate information regarding the terms of appointing managers and how to obtain it, providing reliable and reliable information) and accountability index including dimensions (the organization always presents different aspects of the discussed issues (pays attention to more than one aspect of the issues). The organization is forward-looking about information that may be destructive, the organization is open to employee criticism, the organization provides information that enables comparison with standards, transparent recording of all administrative operations in the internal portal of the organization) and concealment index (the organization provides only part of the information to the employees, the organization omits details about the information it provides to the people, the organization provides



information to the employees slowly, the organization only when is very necessary, reveals information). The results of the present research is in line with the results of Jabnoun [15] who found, there is a relation between dimensions of transparency and training .Also, results of present research is in line with the results of Hayes [12] who found there is relation between dimensions of organizational transparency, accountability, policies, methods and ability to reason.

Rawlins [24] investigated the theories of transparency, which has four dimensions of real information, participation, accountability, and concealment [25]. Hosanna [18] in a research investigating the title of organizational transparency model in connection with empowerment to establish organizational trust, managers to present an organizational transparency model. The results showed that dimensions of organizational transparency: 1-management dimension (participation in decision-making, understanding social relations and culture of transparency, transparency in responding and providing information, meritocracy in hiring and evaluation, attention to creativity and innovation), financial dimension (financial disclosure, regular audit, continuous financial reports, fairness in research facilities and budgets), structural dimension (access and sharing of information, lack of concealment and secrecy, clarity and transparency in goals, clarity and transparency in performance), technological dimension (correct understanding of technology, existence of a website with updated information). The results of the present research are in line with the results of Mocetti and Orlando [19]. In a research titled "Corruption and selection and allocation of personnel in the public sector", they pointed out that in governmental organizations, regions with less transparency in the selection of employees in terms of human capital it has been observed that their humans capital is worse than their private sector counterparts [19]. Simon Gervais and Strobl [10] investigated the transparency and allocation of talent in financial management in a research. The results of this research showed that managers with high skills in trying to efficiently convince investors about their quality over time, tend to long-term performance over cost monitoring and put transparency at the top of their work [13]. Zabihi and Rasouli [30], investigated the role of strategic talent management in recruitment and maintaining talented human resources in Mashhad University of Medical Sciences. The results of the research showed that job security and talent resource and leaving the organization and ultimately not leaving key positions vacant, are related to strategic talent management [29]. In 2016, Pirzad designed a system model for talent management in Islamic Azad University in his doctoral thesis entitled "Design and Explanation of the Systemic Model of Talent Management in Azad University". This research has presented a pattern for the comprehensive model of talent management and organizational transparency in Iran veterinary organization, which can be used as a guide for the managers and employees of Iran veterinary organization [23]. It is suggested to create opportunities by creating flexibility in the organization and accepting any change of creating equal opportunity in order to attract top talent and graduates in the organization, it is suggested that a place be considered in the rules and regulations for the necessity of using the opinions and suggestions of talented employees to attract them in decision-making groups and organizational working groups. Based on the results, it is suggested that the transfer of employees in similar jobs that involve diversity of activities should be done so that employees can work in a suitable place according to their capabilities. It is recommended to create a suitable mechanism for training employees and for organizational transparency. It is recommended to develop a suitable planning system to attract talented people to achieve the goals, missions and perspective of the organization. It is suggested that the heads and managers of the organization consider the managers' accountability for talent management. It is suggested to allocate a section in the organization to recognize the people of the organization and their abilities in order to improve the performance and transparency about the capabilities of the employees. In the organization, a context should be provided so that the information is provided to the employees on time and at the appointed time, so that the people in the organization to be able to make correct and on time important organizational decisions.

## 6 For future research

1. Explaining the model of talent management drivers based on foresight to promote organizational transparency;
2. Explanation of talent management model based on organizational soundness.

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