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STUDYING THE RELATIONSHIP BETWEEN SOCIAL CAPITAL AND TALENT MANAGEMENT IN IRAN STATE MANAGEMENT TRAINING CENTER (SMTC)

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ABSTRACT

In a world full of competition, one thing which guarantees the competitiveness of firms and organizations among each other is having human resources with talent; especially in managerial levels. But the challenge that organizations are facing today at country level, is attracting, evaluating, developing, retaining talents. The main purpose of this paper is to study the role of social capital in improving talents management for decreasing challenges and shortcomings as well as improving performance in State Management Training Center. The method of the research from the aim point of view is applied and from collecting data point of view is descriptive- correlative. This research is based on the collected data through questionnaire in the 2nd half of the year of 1391 and has a research population containing 121 persons of all the staff of State Management Training Center. For data analysis, the structural equation method and mean test have been used. In this paper with the used of inferential statistics including Kolmogorov - Smirnov test, Pearson's correlation test, regression analysis and t-test the data have been analyzed and the hypotheses have been tested. In general, the level of talents management in State Management Training Center of Tehran is high and has been evaluated to be more than average. And the level of social capital is also more than the average level. The findings of the research indicate that there is a significant relationship between social capital and talents management in State Management Training Center and with improvement of social capital the level of talent management can be improved.

KEYWORDS

human capital-talent-talents management-social capital.

INTRODUCTION

In the organizations of the new millennium, so much emphasis has been put on intangible assets such as commercial name, innovation, creativeness, entrepreneurship and knowledge capitals. These key sources have the capability to present the organization as an ideal one, disregard of its industry. Such organizations are based on their individuals and only with placing appropriate individuals in appropriate positions, will step toward surpassing their competitors.

Human resources, today are considered as the main capital of organizations and clearly it can be seen that humans, are the main factor of the survival of organizations in the competition. With environments to become more complicated and diversity of cultures and jobs in organization, gradually the role of human resources are also changed. Today organization are in need of creative, flexible and responsive forces and on the other hand detecting, attracting and retaining these elites has become more difficult than before in organizations.

According to Wikipedia, talent management was first coined by McKinsey company in the middle of 1990s and it is a professional term in management field which has become common recently among organizations [2]. Talent management is one of the most important and even most "essential" topics of human resource management in global level [3] and still is one of the most critical issues in most of organizations [4].

Today's organizations are facing so many challenges regarding to their human resources. Mocha (2004), estimates that 17% of all employees are leaving their current jobs. This number in 60% more in young managers comparing to the same number in managers with more experience. In addition, outsourcing of the

important processes in organizations, has decreased the loyalty and trust among the employer and employees dramatically; in such a way that this loyalty decrease is interpreted as "The Devastating tsunami waves resulting from exit of employees" [5].

It is interesting that in such favorable conditions, talented individuals will have more job options in front of them. To some extent this is due to great changes caused in values of work force and specifically talents. Employees attitude toward their job has been challenged and more than ever they are focusing on their aim of work and creating balance between work and personal life. Individuals with more potential capabilities try to bargain for better contracts with their employers and as soon as their expectations will not be met, they will change their organization. Under such circumstances it is necessary to implement a correct planning for successful management of valuable human resources and talents' of organization.

Organizations should use talent management proportionate to their structure and culture. In fact that there is no universal definition for talent management and providing an accurate definition of it would be difficult due to frequency of theories and hypotheses presented by expert author throughout the world [6].

One of the way with which the talented individuals can be retained in an organization, is creation of high integrity and solidarity among work force of the organization. This topic is expressed in the field of management, social and political sciences; under the topic of social capital.

Social capital is rather a new concept which is having a more significant role in organizations and societies comparing to human capital and physical capital. The concept of social capital refers to connections among the members of a network as a source of value and with creation of norms and mutual trust it can lead to realization of the members goals. In the absence of social capital, other capitals of an organization including human capital which is at the top of the talents capitals of an organization, will lose their efficiencies and threading cultural-economic development path would become difficult and unlevel [7].

In this paper we are aiming to point out to the importance of talent management and social capital in today organizations by providing concepts, definitions, several valid models in these regards. Specifically the emphasis of this paper is on studying the relationship between talent management and social capital in State Management Training Center of Tehran.

In the field of talents management, so many researches have been performed in other countries, which haven't been used in this paper. Studying the backgrounds of the research by the author in Iran indicate the attention of researchers to the topic of talent management, which is mentioned below.

1. Development and reconstruction industry of Iran Organization has implemented a plan with the name of "future managers with an approach of talent assessment and manager's succession" in four companies of Iran Khodro, Saipa, Arak Wagon Manufacturing Co., Tabriz Tractor Manufacturing Co., [8]. However this plan mainly deals with succession planning and doesn't have any direct approach for talent management.
2. There is another research paper with the subject of studying the current situation and developing talent assessment indicators in the field of track and field. In this study, variables such as current situation of talent assessment in Iran and the world, necessity of a pattern for talent assessment, the most appropriate organization for finding, attracting and developing talents have been studied [9].
3. The subject of another paper, is "evaluation and selection of managerial talents in Tehran Electricity Co.,". This study first has determined the necessary characteristics for acquiring managerial positions in the company with the use of interview and questionnaire. Then it has used IQ test and personality test of Edwards and managerial skills for testing the above stated characteristics. The final conclusion of the research is selection of potential and talented individuals for managerial positions [10].

In the field of social capital also a variety of researches have been performed in Iran and other countries. In this paper we will mention some of the researches performed in Iran.

1. Seyed Naghavi (2004) in his PhD thesis with the topic of "studying the damages of social capital in cultural and educational organizations of Iran and presenting an optimized pattern" studies the damages of social capital in ministry of education, ministry of research and technology sciences and ministry of culture and Islamic guidance and concludes on superiority of social capital in ministry of education among other ministries [11].
2. In another research paper with the topic of "effect of social capital on improvement of organizational obligation" which is performed in national Iranian oil refinement and distribution company, the researcher has divided social capital into three dimensions of structural, cognitive and communicational and organizational obligation into three dimensions of emotional, normative and continuous. The findings indicate that social capital is influential on organizational improvement, especially the dimension of emotional obligation [12].

In general we cannot refer to a research or a paper in Iran that have directly studied the relationship between social capital and talent management. However, in other countries researches have study the relationship between these two concepts theoretically but not empirically.

TALENT MANAGEMENT AND ITS DIMENSIONS

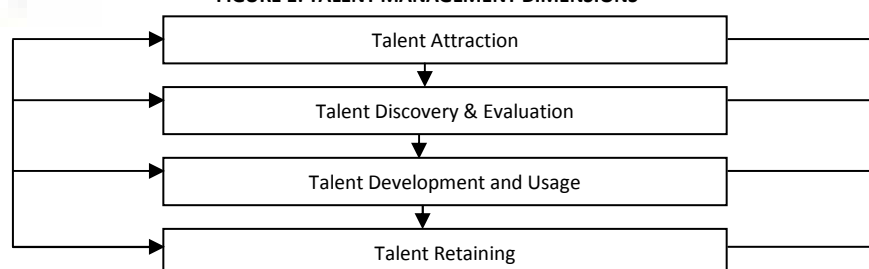
Strategic innovative, creative, flexible, responsible, responsive and norm breaker human forces are consistent with today organizations. Due to fast environmental changes, organizations are in need of individuals who can change the norms and structures parallel to the current needs and possess self-controlling and self-management characteristics. These individuals are always after opportunities around themselves and with evaluating their strengths and weaknesses changes the limitations and threats of the environment into opportunity. They are individuals with extra talent for performing their job and create value in their works.

The term, talent has been defined with different dimensions in organizations by theorists and experts. In this section we present some of these definitions. In fact each organization will determine individuals with talent in line with its specific culture and structure. Talent is a set of individual's capabilities including skill, knowledge and potential for growth and development [13]. Talent management also like the term of talent doesn't have a clear meaning in the view of so many authors such as Storey and different definitions have been provided for it. For example, [14], considers different definitions for talent management from different people and studies it by three dimensions. 1st is the development process of new employees by the means of interview, recruiting and making them familiar with the organization in such way that new individuals can get in line with the organization culture. 2nd is regarding the development and retaining of the current employees in organization and the 3rd is attraction of individuals with high potentials and skills for working in the organization [2]. For talent management 5 factors has been considered (attraction, detection, development, using, involving) which helps us to manage employees with talent [15].

IMPORTANCE OF TALENT MANAGEMENT

Most of the organizations of today due to reasons such as: decrease of available talents, weak positions for retaining prominent talents, increase of employees overturn, weak human resources strategies such as service compensation and benefits are facing talents crisis [16]. Fagley, due to high competition and lack of employees with high skills and capabilities, expresses the development and retaining talented employees as one of the priorities of today's organizations [17]. With studying the literature of the field of talent management and relevant models [18,19,20] the dimensions of talent management can be divided into (attraction, discovering and evaluating, developing and retaining talents).

FIGURE 1: TALENT MANAGEMENT DIMENSIONS



Talent Attraction: the main concern of talent management, is finding individuals who have the potential to become a talented employee, so that they can be appointed to right places at right time. With the current shortage in efficient workforce, rarity of real talents [21] and the growing expectations of employees, this has become even more difficult.

In recent decades, factors influencing talents attraction from labor market are: lack of qualified workforce and rarity of talents, flattening and downsizing of organizations, the changing nature of jobs and the change of psychological contracts between employers and employees.

Strategies for attracting human resources with the aim of getting appropriate employees who are possessing high levels of qualifications, skills, knowledge and necessary potentials for taking future trainings are developed and implemented. Efficient discovery of employees is achieved through developing strategies of attraction of the most qualified forces to organization.

These strategies should encompass the best methods of accurate definition of human resources requirement of organization from the point of view of skills and qualifications and should cover the following activities:

Define skills and qualifications requirements: ideally, this should be performed with applying a set of systematic evaluation of skills and qualifications.

Analysis and evaluation of influential factors on decision making of individuals for joining the organization. these factors include:

Commercial brand of the employer and the reputation of the organization, enough and good salary and benefits, job and promotion opportunities, opportunity to use the individual's skills or acquiring new skills, opportunity to use up to date technology and acquiring high levels of training [22].

Talents Assessment: the importance of assessment process from long ago, has had the attention of both academic scholars and professional practitioners (those who deal with the business of the organization). Today due to development and evolution of this process, a special security and stability has been appeared in quantity capacity and ranking important indicators. In addition, web technologies have also provided the ability to store and usage of web browsers and search engines, emails and data bases technologies by human resource experts and have provided necessary tools for collection, analysis and evaluation a great amount of data related to talents and even other employees [23].

Laff (2005) believes that with presence of new technologies, talent management doesn't belong to top levels of an organization any more. It is because an organization can assess all its employees for talents [1].

In spite of great importance of the correct talent assessment process, the findings of a research indicate that 74% of the organizations under the study, are facing problem in providing a correct definition for talents. One of the reasons of this, is that there are different definitions which have been presented for talent. Some believes that the most important indicator of talent is the rate of the profitability of the talented person. Some other, emphasize on the talented person's ability to learn. For example, "a potentially talented individual is one who can learn from his experiences" [24,25]. Some other yet, think talents as a specific group of employees who are having distinctive needs, motivations and behavior comparing to normal employees. These individuals normally advances in lower ages comparing to their other colleagues and are considered future managerial pool of the organization. [15].

Appointing talents: Cunningham (2007) presents the general approach of using process in talent management system which should be considered at the time of human forces attraction in this way: either individuals should be matched with jobs or jobs should be matched with individuals. Matching individuals with jobs can be defined precisely in this way: if jobs and specific work roles which have been agreed upon already exist, it is individuals who should be matched with these jobs [4].

In this case, the processes of assessing employees, selection, appointing and promoting are mainly based on finding and assessing proper individuals, recruiting them, appointing them to proper positions and later one promoting them. In this case, promotions, selections and decisions are strategic which are made based on the level of the learning of the individual and his development.

Talents Development: talent development refers to improving the performance of those individuals who are having high performance and it consist an important part of the talent management system [26]. Organizations with development mechanisms, have the ability to absorb best customers and employees and hence would achieve a good competitive advantage [6] and can retain their human capital.

Some of the most important approaches of talent development include training via different methods such as mentoring, master-apprentice, management of tasks, promotion, job rotation and succession planning in organizations.

Retaining talents: retaining talents is the last stage in talents management system, however we shouldn't consider it separated from previous stages. In other words, processes of finding, assessing, development and retaining are all combined under the concept of talents management [11].

Retaining talents refers to a set of efforts which the employer makes in order to retain and keep his intended employees in the organization and through them achieve the organizational goals. Having a retaining program and plan will protect managers against an abrupt loss of their multiple individuals and human capitals. In addition it will be efficient as well in decreasing the expenses of employees' turnover and increases cooperation and stability of workforce [27]. In the domain of talents development, we should establish a balance between organizational development needs with personal development of individuals. Since structural reconstruction and downsizing organizations on one side and changing the training pyramid of the workforce on the other hand, decrease the vertical and forward growth of talents, therefore it is necessary to establish a balance between personal development needs of individuals and organizational development needs in order to retain more talents in the organization.

Retaining strategies, are based on analysis of the staying or leaving intentions of key employees, which their turnover is having so much of expenses for the organization. The study performed by Gallup on 80,000 managers concludes that the main drives of employees for remaining in the organization in unknown. The most part of the drives depends on the way their direct supervisor deal with them regarding their performance reports [28].

Retaining strategies should consider all the factors and domains which can lead to lack of satisfaction and obligation in employees. These domains include: payment, job description, performance evaluation, training, job development, group integrity, problems between employees and their managers and supervisors, selection, promotion, exaggeration about increase of benefits and job opportunities.

The findings of Brandt & Kull (2007) indicate that most of the reasons for employees to leave their work and organization in directly related to organizational culture and issues such as perceived feeling from culture or organization reputation or lack of support and encourage from the side of managers or lack of getting feedback which results in employees to get feeling of uselessness in the organization. In the mentioned research, talented individuals have named service compensation as the least important reason for leaving their organization [1].

In multiple researches [29, 26] it has been indicated that weak management is the 1st reason for employees to leave their organizations. These studies emphasize on improving the relationship between culture and communication as a solution. Other studies also indicate the existence of a kind of coexistence relationship between human resource management and organizational culture. Therefore an organization can use this relationship as a strong factor for its success in talents retaining [30]. The most important factors in talents retaining in an organizations include: employee motivation, awarding, cooperation and retaining right individuals in the organization.

SOCIAL CAPITAL AND ITS DIMENSIONS

What adds to so many ambiguities of the social capital theory, is multiple definitions in different fields by different people. In reviewing the literature of the subject we face a mass of definitions which have been presented in different fields. Below some of the definitions have been presented:

Social capital contains personal network of an individual and his selected inherent attachments [2].

Social capital refers to individuals capabilities for working with each other, for achieving common goals in groups and organizations [31]

TABLE 1: A SET OF DEFINITIONS OF SOCIAL CAPITAL PUBLISHED BY GLOBAL DATABASE

Bourdien: a set of potential or real sources gained by membership in a reliable network of rather institutionalized mutual relationships.
Putnam: the main elements of social capital are trust, norms and networks which can improve social efficiency by facilitating Coordinated actions.
Grootaert & Van Bastelaer: structures, relationships, attitudes and values which govern the interactions between individuals and helps with the social and economic development.
Bebbington: relationship in which individuals invest which creates in turn a flow of interests for them.
Fafchamps: a network of relevant social phenomenon (especially the role that the interpersonal relationships, club membership and social networks play in efficient social exchanges.
Robison & siles: the feelings of sympathy, worry, empathy, trust and coercion of an individual to another individual or a group to another group.
Ostrom: social capital includes common knowledge, perception, norms, regulations and expectations about interaction patterns that a group of individuals brings with themselves in dealing with social complex issues and situations which requires collective and group actions. Individuals should find some ways for empowerment of expectations and mutual trust for overcoming their short term undesirable temptations.

There is no clear concession regarding the dimensions of social capital. Here it has tried to study and review the opinions and point of views of different experts regarding social capital.

Nahapit and Goshal also in 1998 consider three dimensions for social capital: cognitive , structural and communicational dimensions [7].

1- Cognitive dimension of social capital: this dimension contains the commonality rate of employees in a social network regarding a perspective or the common perception among them; like communicational dimension, this dimension deals with the nature of communication among the individuals of an organization [32] and contains the following items; language, common codes as well as common narratives [33].

Cognitive dimension of social capital of Nahapit and Goshal (1998) has been defined as the source providing common representation, interpretation and meaning systems among sections [34].

In other words this dimension refers to sources which provides meaning systems of common interpretations for groups. They also express that common meanings such as common values and goals are developed due to continuous cooperation in the process of giving meaning parallel to creation of common perceptions by groups [7].

2- structural dimension of social capital: this dimension refers to communications between actors who are constantly sharing information. Nahapit and Goshal (1998) infer that having such information lead to improvement of the ability of the organization to attract (analysis) and integration of knowledge which in turn creates a competitive advantage for the organization [35].

Structural dimension of social capital includes patterns of connections inside a network and combinations of organizing a network as well as organizational proportion [33].

Structural dimension of social capital is resulted from the structural form, diversity, centralization and the role of participants in the network [7].

3- Communicational dimension of social capital: this dimension contains the nature of communications in an organization. in other words, while structural dimension focuses on the issue that whether the employees of an organization are at all connected to each other or not, the communicational dimension focuses on the nature and quality of this connection (for example, whether these communications can be defined by trust, intimacy, love and the like of these or not?) [32]. this dimension includes, trust, norms, obligations and identification [33].

Communicational dimension refers to personal relationships which are developed through interactions, i.e. the extent to which trust, an obligation and mutual relationship exists among the members of a group [7].

Nahapit and Gosha (1998) state that an organization can present an institutional environment which is constructive for development of social capital. They also state that combination and sharing of knowledge can be facilitated when individuals are in connection with each other (structural capital), when individuals are having positive and strong connections with each other (communicational capital) and when individuals have the capability to perceive and apply knowledge (cognitive capital) [36].

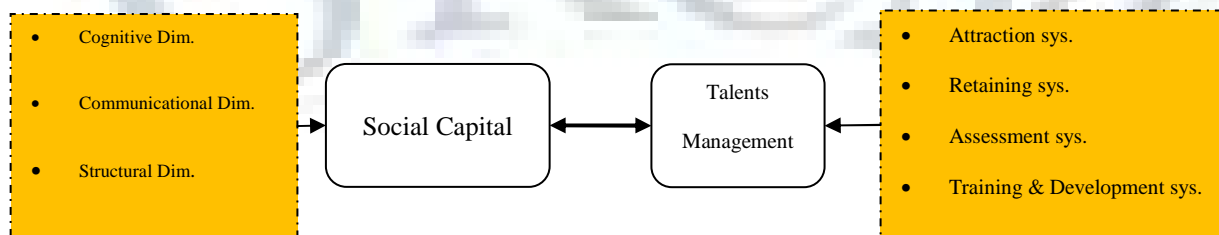
TABLE 2: PRESENTED DIMENSIONS FOR SOCIAL CAPITAL FROM DIFFERENT SCHOLARS POINT OF VIEW

Scholars	Dimensions
Coleman	Obligations, information channels, trust, norms and effective sanctions
Portes	Norms
Putnam	Trust, norms, network connections
Lina & Van Bourn	Dependency and trust
Laurence Lock Lee	Quality and structural networks
Nahapit & Goshal	Structural, communicational and cognitive
Bourdien	Size of group or network, volume of capital each member of the network has
Islam et al.,	Structural, cognitive, vertical and horizontal
Kenedy research group	Trust, political cooperation, civil cooperation and leadership, informal social connections, volunteering spirit and forgiveness, religious cooperation, justice in civil cooperation, diversity in communications and friendships

RESEARCH ANALYTICAL MODEL

For studying social capital the dimensions of Nahapit and Goshal (communicational, cognitive and structural) have been used. The 4 dimensions of talents management discussed earlier (attraction system, assessment, development and appointment, retaining talents) have been used as well and the research model has been developed as below.

FIGURE 2: RESEARCH ANALYTICAL MODEL



RESEARCH METHOD

The current research is applied paper from aim point of view and from the point of view of research method is descriptive – correlation. This research has one main hypothesis and 4 secondary hypotheses as following:

Main Hypothesis:

There is a significant relationship between social capital and talents management in State Management Training Center of Tehran.

Secondary Hypotheses:

1. There is a significant relationship between social capital and talents attraction in State Management Training Center of Tehran.
2. There is a significant relationship between social capital and talents assessment in State Management Training Center of Tehran.
3. There is a significant relationship between social capital and development and use of talents in State Management Training Center of Tehran.
4. There is a significant relationship between social capital and retaining talents in State Management Training Center of Tehran.

The research population are employees of State Management Training Center of Tehran. The total number of employees are 121 persons.

In this study, for collecting data a questionnaire has been used. With the use of SPSS software Ver. 18, a scale for talents management and social capital have been developed. It should be mentioned that in developing all the scales and their localization with conditions of the country, standard scales have been used. In designing the questions of the questionnaire, it has been tried that questions would be clear and simple. The variable of talents management consists of 9 dimensions and 4 elements and 28 questions and the variable of social capital consists of 6 dimensions, 3 elements and 15 questions. In general all 28 questions related to talents management are designed based on five point Likert scale (1-strongly disagree and 5- strongly agree) and as well as the 15 questions related to social capital.

Each dimension and element questions of talents management and social capital have been presented in table 3:

TABLE 3: DIMENSIONS AND INDICATORS OF TALENTS MANAGEMENT AND SOCIAL CAPITAL AND THEIR RELEVANT QUESTIONS IN THE QUESTIONNAIRE

Item	Variable	Element	dimension	Questions
1	Talents management	Attracting the talents	Finding employee	1-4
2			Selection	5-7
3			Appointing	8-9
4		Assessment of talents	Performance management	10-12
5			Assessment centers	13-14
6		Development and training of talents	Development and training	15-19
7			Career management	20-22
8		Retaining talents	Compensation	23-26
9			Discipline	27-28
10	Social capital	Structural dimension	Network connection	10-11
11			Network arrangements	6 & 3
12			Network stability	7-9
13		Cognitive dimension	Common goals	4-5
14			Common culture	1-2
15		Communicational dimension	trust	12-15

For testing the validity (content validity) of questionnaires the opinion of experts, professors, human resource experts have been used and its validity is confirmed and is acceptable. But for testing the reliability of the used instrument, coefficient of Cronbach's Alpha has been used. The calculated coefficient of Cronbach's Alpha for both the questionnaires in this study, for talents management variable and social capital variable is 0.891 and 0.831 respectively and due to the fact that both of these coefficients are a value bigger than the obtained coefficient of Cronbach's Alpha equal to 0.7, therefore both questionnaires are having a proper reliability.

For analysis of the obtained data inferential statistics methods have been used. This study is testing the hypotheses and analyzing data with the use of inferential statistics including Kolmogorov - Smirnov test, Pearson's correlation test, regression analysis and t-test.

FINDINGS

For testing the data to be normal or abnormal, the Kolmogorov - Smirnov test has been used and the result indicate that research data are normal, hence Parametric tests have been used to data analysis.

The results of tables 4 and 6 indicate that the obtained data from respondents are normal.

TABLE 4: TESTING NORMALITY (KOLMOGOROV - SMIRNOV TEST) FOR TALENTS MANAGEMENT DIMENSIONS

Variable	Sig (significance level)	α (error value)	Hypothesis confirmation	result
Talents attraction	0.213	0.05	H0	Normal
Talents assessment	0.110	0.05	H0	Normal
Talents development	0.334	0.05	H0	Normal
Retaining talents	0.129	0.05	H0	Normal
Talents management	0.268	0.05	H0	Normal

TABLE 5: TESTING NORMALITY (KOLMOGOROV - SMIRNOV TEST) FOR SOCIAL CAPITAL DIMENSIONS

Variable	Sig (significance level)	α (error value)	Hypothesis confirmation	result
Communicational dimension	0.334	0.05	H0	Normal
Cognitive dimension	0.431	0.05	H0	Normal
Structural dimension	0.332	0.05	H0	Normal
The whole social capital questionnaire	0.543	0.05	H0	Normal

Therefore; since all the data are normal, we should use parametric tests. Hence, for normal variables the one-sample student t-test is used and for correlation test, the Pearson's coefficient correlation is used.

- One-sample t-test for talents management dimensions

TABLE 6: RESULTS OF T-TEST FOR TALENTS MANAGEMENT DIMENSIONS WITH A MEAN OF 3

Variable	T-value	Free degree	P (significance level)
Talents attraction	3.125	120	0.003
Talent assessment	3.243	120	0.000
Talents development	3.113	120	0.006
Retaining talents	3.089	120	0.031
Quality of working life	3.475	120	0.050

Based on the obtained results for one-sample t-test, it can be said that the dimensions of talents attraction, talents development, talents assessment and retaining talents don't have any significant difference with the mean value; therefore it is indicated that these variables stands above the mean value. In general, the status of talents management in State Management Training Center of Tehran evaluated high and above the average.

- One-sample t-test for social capital dimensions

TABLE 7: RESULTS OF T-TEST FOR SOCIAL CAPITAL DIMENSIONS WITH A MEAN OF 3

Variable	T-value	Free degree	P (significance level)
Structural dimension	3.023	120	0.001
Cognitive dimension	3.412	120	0.006
Communicational dimension	3.20	120	0.062
Social capital	3.531	120	0.000

Based on the obtained results for one-sample t-test, it can be said that the structural, cognitive and communicational dimensions don't have any significant difference with the mean value; therefore it is indicated that these three variables stands above the mean value. In general, with studying the status of social capital based on the table information, the status of talents management in State Management Training Center of Tehran is concluded to be high and above the average.

TABLE 8: CORRELATION TEST RESULTS

Variables	sig	Error value	results	Coefficient correlation value
Social capital and talent attraction	0.030	0.05	Existence of relationship	0.183
Social capital and talent assessment	0.035	0.05	Existence of relationship	0.144
Social capital and talent application	0.046	0.05	Existence of relationship	0.112
Social capital and talent retaining	0.024	0.05	Existence of relationship	0.108
Social capital and talent management	0.038	0.05	Existence of relationship	0.179

Since the calculated correlation in 0.05 level for the test s of two intervals are bigger than the critical value, therefore; the null hypothesis (H0) indicating non-existence of a significant relationship between two variables of social capital and talent management dimensions is rejected and it is concluded that a direct and significant relationship exists between them.

How much is the share of each of the variables of attraction, assessment, development, applying and retaining of talents in predicting the social capital of employees?

For the purpose of evaluating the share of each of the independent variables (attraction, assessment, development, applying and retaining) in variances of the dependent variable of social capital of employees we use multiple linear regression.

TABLE 9: RESULTS OF REGRESSION ANALYSIS FOR FIXED VALUE

Sig	T-statistics	Standard coefficient	Non-standard coefficient
0.912	-	7.654	0.000

Since the value of significance level is equal to 0.000 and smaller than error vale (0.05) (the absolute value of t-statistics is bigger than the value of 1.96) and hence with a certainty of 95% we will conclude hypothesis 1 and therefore the fixed value remains in the model. And the value of this fixed value is equal to 0.912.

TABLE 10: RESULTS FOR REGRESSION ANALYSIS FOR TALENT MANAGEMENT VARIABLES

variable	Sig. level	t-statistic	Standard coefficient	Non-standard coefficient (B)
Talent attraction	0.000	7.001	0.330	0.211
Talent assessment	0.041	2.049	0.095	0.083
Talent development	0.000	7.980	0.334	0.413
Retaining talent	0.000	4.492	0.228	0.122

Since in the four variables of talent management, the value of significance level is smaller than the error value which is equal to 0.05, (absolute value of t-statistics is bigger than 1.96) with certainty of 95% it can be stated that variables of attraction, assessment, development, applying and retaining have effect. Therefore these variables remain in the model and their coefficient value have been presented in table. Therefore the final equation would be as following:

$$Y = 0.912 + 0.211x_1 + 0.083x_2 + 0.413x_3 + 0.122x_4$$

As per the findings of the study, there is a direct and significant relationship between social capital and talent management in State Management Training Center. In other words, with increasing and improving the level of social capital, the talent management can be implemented in a more desirable way in the hospital.

DISCUSSION

The findings of the study indicate that there is a significant relationship between social capital and talent management in State Management Training Center of Tehran. In this study, opposite to the study of Firozabadi (36), no significant difference was observed in respect of social capital among the opinion of respondents with different educational levels. In different studies [26,29], it have been stated that weak management is the first reason for employees leaving their organizations. These studies emphasize on improving the relationship between culture and communications as a solution. Other studies also indicate the existence of a coexistence relationship between human resources management and organizational culture. The current study also indicate a relationship between communications as a part of social capital and coexistence of human resource management, therefore; the findings of the current study is in line with the mentioned studies.

Cooperation and creation of trust are two of the elements of social capital which are having an effective role in attraction, development and training, retaining of talents, feeling of self-respect, self-belief, creating love and passion, culminating personality and social growth of individuals through improvement of social capital and social connections.

CONCLUSION

Improvement of the level of social capital in State Management Training Center of Tehran, will result in promotion of cooperation, sympathy and trust and will increase the cooperation between organization individuals especially talented and potential individuals and would empower the moral and individual's communication and interactions. Presence of positive social capital in organization plays a valuable role in creating trust and reliability in individual's life. Social capital in "small, average, large" levels emphasizes the personal and internetwork, norms, informal values, obligation, mutual trust to common norms and values, feeling of belonging, social integrity, trusting the organization members, cooperation, social cooperation in the organization.

Below are a few suggestions, provided for the purpose of improvement of social capital and talent management status in State Management Training Center of Tehran.

Encouraging and forming specialized groups and communities in organizations; encouraging the creation and improvement of social networks is one of the fundamental ways to increase social capital. Individuals will have a common identity in terms of social organizations and the requirements for group cooperation will get improved among them. Establishment of such groups is also possible in organizations. Establishment of specialized groups and communities in organizations with voluntary cooperation of talented and potential individuals, can increase social capital in them and prevent talents from leaving the organizations.

Respecting morals; managers who respect and apply moral principles in their performances and organizational decisions, shape relationships which lead to creation of trust. Hence it is recommended that managers should be pioneers for improving trust in organizations.

Increasing trust among the members of groups and organization departments; one of the important actions for increasing social capital is the amount of effort an organization makes to create trust among the group members and departments of the organization. In fact, trust is only shaped gradually with creation of

continuous relationships and communications among individuals. Hence it is recommended to create opportunity for employees to get to know each other in a proper way which in turn provides the requirements for creating networks based on trust.

Training of Employees and talented individuals; one of the most important approaches for creation of social capital in organizations is training programs. Having general classes especially communication classes for employees, plays the main role in creation of social capital. Creation of social capital requires change of behavior and attitude. Comprehensive training programs, is a desirable pattern for individuals who intent to observe, discover, learn and implement new behaviors. Therefore one of the responsibilities of managers is to provide continuous opportunities for both inside and outside organization training.

Trying to provide physiological safety and security needs of talented and elite individuals by organization. So that based on hierarchy Maslow needs, individuals can achieved self-prosperity.

Creating an environment in which the self-opening of talented and potential individuals can be increased, because it can lead to improvement of their communication with others. And this in turn would create the necessities for development of social capital in the organization and would also increase organizational obligation and commitment of specialized and talented individuals to the organization.

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