

The Role of Human Resources Strategic Management on Enhancing Talent Success Factors; Exploratory analytical research in the General Authority for Tourism

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ABSTRACT

The research aims to verify the role of the Human Resources Strategic Management (HRSM) in enhancing the strategic success factors for talent (SSFT) in the General Tourism Authority by distributing a questionnaire consisting of (36) paragraphs on an intentional sample represented by the higher departments as it reached (50) and the sample valid for testing was (44) Person and to test the relationships between the two research variables, the researchers used statistical methods represented by (Bartlett test / mean / simple regression coefficient / difference coefficient, alpha- cronbachAch, confirmatory factor Analysis) through the statistical program (SPSS v.23 & AMOS v.23). In enhancing the factors of success for talent management in the researched organization, as well as the presence of a level of importance for both variables, it was in the first order of the human resources strategy, as happened after external interactions within the human resources strategy on the highest medium, while what happened after the structural factors within the success factors of talent management at the highest The middle of my account from other dimensions, and the main result has reached by the researchers "there is mediate impact for Human resource Strategic Management on the strategic success factors for talent management in Tourism Board .

Keywords: Human Resource Strategic Management, Talent success factors, Staffing, Learning, Tourism Board.

I. INTRODUCTION

The general strategy of any contemporary organization aims to develop general plans through which it seeks to grow and adapt to the complex environmental changes taking place in the world today, and these organizations believe that their success in developing and implementing plans depends on the existence of an efficient and qualified human resource to deal with these variables and thus the interest in this resource has become Not within a narrow scope in the organization, but rather has become an essential part within the strategic management of the organization and thus human resources have been integrated within the overall

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organization strategy to become an important factor in the success of its strategic decisions, and from here the organizations set out to search for ways and methods to ensure Dissolve competencies and keep the workers with experience and creativity, and search for talented workers, whether they are employees or leaders who will be the center of the organization's strength to face internal and external challenges, especially if all means have been prepared to train, develop and motivate them through the human resource strategies followed in the organization, and thus many studies have emerged And researches looking for the strategic role of human resources in preserving talents and talents, and this is what prompted researchers to conduct this research to verify this role in Iraqi organizations. There are several studies that dealt with the two variables of the current study and my agencies:

study (Tafti et al., 2017) and its title: **Critical success factors, challenges and obstacles in talent management**, the study was conducted in Iran, it was aimed to identify obstacles, challenges and success factors facing talent management in the Iranian auto industries, which were the study community, based on the results of the research. Obstacles and challenges in talent into four categories are structural, environmental and behavioral challenges, and finally management challenges, and the talent management success factors were divided into three main sections: **Structural Success Factors(SSF)**, **Environmental (E)** and Finally **Administrative Success Factors(SSF)**. So that, (Matsumoto, 2018) referred to **Effective human resource management strategy for hospital nursing organizations**, on hospitals were the sample randomly selected. As for the study sample, the nursing managers were (305). A questionnaire consisting of (32) items was prepared on the effective strategy for human resources management. The most important results were to retain employees in the workplace and develop those Achieve results and those who can benefit from their capabilities effectively, as it turned out that the nursing practice environment has become more attractive by incorporating more elements of these effective strategies.

STUDY PROBLEM

The (HR) is the basic element in the entity of an organization and, the basis for its success and survival, but some organizations did not realize the importance of these resources, the need to take care of it through (HRS) practices and support the factors of success of managing individuals and qualified and talented and attention to refine and develop their competencies, this importance is achieved through linking resources Humanity within the strategic management of the organization to enhance its role and position, and among these Iraqi organizations, which was the study community is Tourism Board as researchers sought and through the initial survey through interviews there is some ambiguity regarding these two variables They see this organization has ambiguity in the practice of these two variables, and from here emerged the main question of the research" **What is the extent of strategic human resource management in enhancing success factors for talent management?"**

From it the following questions branch:

- 1- What is the level of strategic human resource management in the respondent organization?
- 2- What is the level of talent management in the surveyed organization?
- 3- What is the impact of strategic human resource management in enhancing success

factors for talent management?

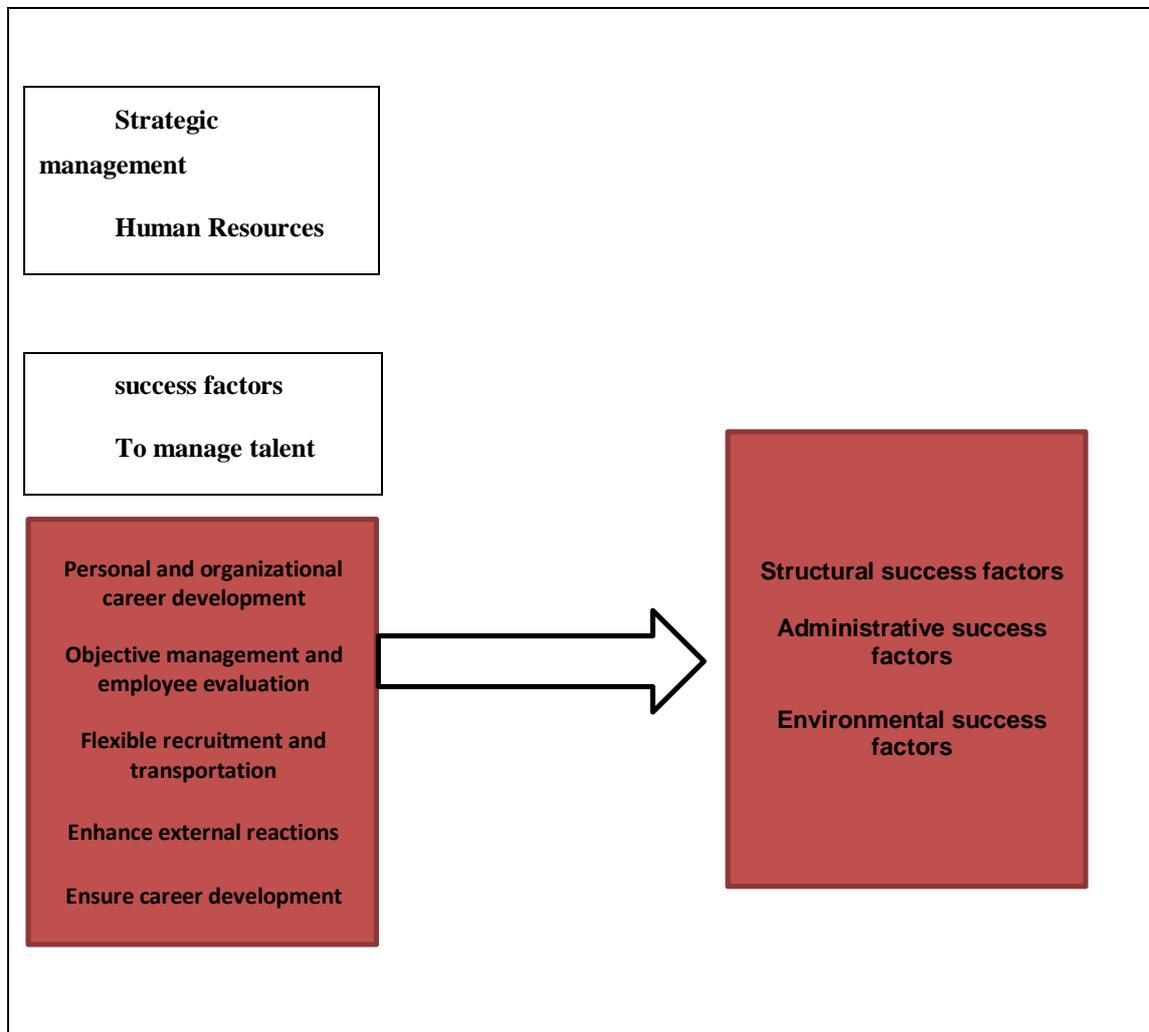


Figure 1. STUDY HYPOTHESES AND MODEL

According to the hypothetical scheme, the main hypothesis for the research has been developed, namely:

The strategic management of human resources and its dimensions Impact on the success factors for talent management in a positive moral effect, and there is five sub hypothesis are represented on:

- a) The personal and organizational career development affects the success factors for talent management in a positive way.
- b) Goal management and employee evaluation influence the success factors for talent management positively.
- c) Flexible employment and transportation affect the success factors for talent management positively.
- d) The enhancement of external interactions has a positive influence on talent

management success.

e) Ensuring career development affects the success factors for talent management positively.

II. LITERATURE REVIEW

2.1. Strategic human resource management

HRM refers to HR activities that affect the behaviors necessary for individuals to formulate and implement the strategic needs of the organization. Moreover, the HRM strategy is to integrate HR practices with the strategy of work at the political and hierarchical levels in order to facilitate the achievement of organizational goals (Yilmaz, 2017). (HRMS) has focused on the impact of human resource management practices or systems on productivity and organizational effectiveness (Boon et al.,2009), However, productivity and effectiveness are not the only sources of organizational success. As the human resources management strategy not only links the business strategy with human resource management practices, but also guides the skills and activities of workers in the organization (Wei et al., 2008). HRM practices also formulate procedures that institutionalize the building of knowledge, skills and talents of employees of the organization in order to improve the unique, valuable, and non-duplicate organizational skills that support competitive advantage (Werbel & DeMarie, 2005).

(HRM) begins with the organization's business strategy in an effort to retain employees in the workplace and develop them into productive employees and their capabilities can be used effectively (Matsumoto, 2018). The strategic human resources was used globally, and several results have been reported (Brown et al., 2012; Francis & Keegan, 2006). Both theoretical analysis and empirical studies have proven that the practice of st (HRMS) can encourage organizations to gain a competitive advantage and improve their performance by waking employees and cultivating their talents (Yu, 2016).

Organizations practicing innovative recruitment and selection systems should have a more attractive, effective, and committed workforce than organizations that do not, yet other opinions believe that the effectiveness of human resource management practices depends on other dynamics such as organizational climate, culture, and competitive strategies, according to For this argument, human resource management practices that enhance employee knowledge, skills, capabilities and motivations will have a greater impact on performance if the organization uses a strategy that requires highly skilled and motivated employees. (Omotayo & Iortimbir, 2017).

HRM means a system and practices for a specific job or group of jobs that aims to achieve the best possible performance for employees to achieve the ultimate goals of the organization, and this definition of HR strategy emphasizes the HR practices system, because it represents a wide range of practices that matter in terms of performance Employee and not individual tests, recruitment methods, or interview (Wei et al., 2011). (SHRM) is a comprehensive set of administrative activities and tasks related to developing and maintaining a qualified workforce This workforce contributes to organizational effectiveness, as defined in the strategic goals of the organization, strategic human resource management takes place in a complex and dynamic environment within the organizational context there is a trend Important today for HR managers to adopt a strategic perspective on their job and recognize the important links between organizational and human resource strategies (Pfeffer, 2005).

(SMHR) facilitates the development of human capital that meets the requirements of a competitive business strategy so that organizational goals and drawings are achieved and the human resources management strategy is an integral part of the business strategy and the main focus of this strategy is to achieve organizational goals, so the strategy is a set of strategic options that may be Formal planning for some. (Boxall & Purcell, 2003). The dimensions of the human resources strategy in recognition of the restrictions imposed on the human resources strategy, we need to consider three distinct decision areas of the human resources strategy, namely: (Adeyemi, 2001)

Work planning: planning work in determining employment policies that address (1) employment stability and (2) work schedules

Job design: Job design is to define the tasks that constitute a job for a person or group, the job consists of a variety of tasks, the task consists of a number of elements, and the component consists of precise movements and the job design is examined from the perspective of four components: the job specialization and the environment, components Psychology of the work environment, working methods, motivation and incentive system.

Work standard: Labor standards help us in determining the required employment for certain levels of production. Once jobs are determined, we set labor standards through historical data, labor sampling, time measurement method, and timing standards.

Finally, companies are now realizing that HR are the main force and the only real source of long-term sustainable competitive advantage, which, if properly motivated and directed, promotes quality and pioneering innovation, and the proper use of resources leads to increased customer satisfaction. In short, Human Capital plays an important and decisive role in the results of the Organization's Financial Performance. When employees leave the organization, they will take with them the knowledge, skills, and abilities that helped contribute to the organization's goals, profit, and performance (Asimah, 2018), For the tourism industry, HRM is widely recognized as one of the main powerful factors for success in creating service delivery as the workforce is the factor that is well versed with customers and at the same time that determines the value and features of the service provided. (Sharma & Bhat, 2020).

2.2. Talent Management (TM)

The Talent Management (TM) topic has started to get a lot of attention from corporate leaders and academics since the late 1990s when McKinsey consultants coined the term "talent war" in a sign of the growing importance of the role of talented leaders and high-performing employees who have played in the success of their organizations globally (Boudreau and Ramstad, 2007; Scullion, Collings and Caligiuri, 2010; McDonnell, 2011; Tafti and Mojtaba, 2017).

In a report, the Boston Consulting Group indicated that talent management was one of the major challenges facing the HR profession in the near future (Boston Consulting Group, 2007). Talent management is increasingly referred to in literature as the new strategic cornerstone in the area of strategic human resource management and organizational effectiveness. Given today's dynamic contexts, traditional approaches to gain competitive advantage have proven insufficient, as organizations are increasingly turning towards human capital to survive and achieve advantage Competitiveness (Kontoghiorghes, Constantine, 2015).

A closer look at the literature will reveal that the important impacts of human resources and employee attitudes have not yet been addressed through talent management research. ((Thunnissen et al. 2013) Many argue that talent management is now a critical competitive tool for organizations around the world (Beechler). & Woodward, 2009) Despite the strategic importance of talent management, there is a lack of clarity regarding the definition and basic practices of talent management (Collings, 2010) that talent management has become a very popular topic in recent years, but there is still a great deal of disagreement among scholars Regarding his basic definition and practices, This can be partly due to the different perspectives advocated by many authors, as well as the fact that it is still not yet clear which policies and practices facilitate effective talent management (2006 Lewis & Heckman); (Mellahi & Collings, 2010) require management Effective Talent (ETM) practices, systems and skills that go beyond traditional human resource management and affect the organization as a whole (Collings & Mellahi, 2009).

The first requirement for talent management (TM) is that all talent be exploited and developed, however this general approach cannot be the basis for implementing a specific organizational strategy. The second requirement for talent management is to provide organizations that are increasingly fast, flexible and innovative With higher talents that are compatible with many temporary self-management teams that work in the tasks related to customers, as talent management must move much faster with strategic flow and the third requirement is the strategic approach to ensure talent management as it contributes to developing the specific capabilities that need Of their organization to carry out its strategy. Schreuder & Simon, 2018).

There was no consensus on how former researchers offer talent management as some researchers view talent management from the point of view of human capital (Cappelli, 2008) and some see it as a mindset where talents are used to achieve organizational success or as a key component of effective succession planning or as a means To ensure that employees at all organizational levels do their best (Creelman, 2004), this lack of consensus and lack of accurate definition by some researchers considers it to contribute to our limited understanding of talent management (Collings & Vaiman, 2011). On the other hand, there are some researchers who admit that they cannot determine talent management. (Ashton & Morton, 2005).

There are three main pathways when it comes to talent management. The first stream defines talent management as the functions, practices, and activities commonly performed by human resource departments, such as recruitment, selection, training, development, career management, and succession (Heinen and O "Neil, 2004). The second stream of research on talent management addresses the issue of talent pool, in which case talent management is seen as a set of processes designed to facilitate the right and timely flow of appropriate personnel to the right jobs across the organization and the above operations can also be considered as human capital planning Or succession planning, and the importance of these processes lies in predicting organizational employee needs and managing employee flow through positions (Pascal, 2004). The third stream around talent management focuses on talent in general without regard to specific positions accordingly. High-performance individuals should be sought, hired, appointed and rewarded regardless of their specific job and in some cases regardless of the needs of the organization's staff. (Hafez, et. Al, 2017) There is an emerging fourth stream of research on talent management focused on identifying key functions in organizations rather than recruiting highly talented individuals This research group is concerned with identifying key positions that will have a tremendous impact on the competitive advantage of an organization, after identifying These positions focus talent management strategy on developing talent groups that include high-performing and talented employees to

fill those positions. (Collings and Mellahi, 2009).

As the field of talent management evolves, it is essential that academics try to reach a consensus on how to define it and define its intellectual limits (Scullion & Collings, 2011). For the sake of clarity, we use the definition of the Chartered Institute of Personnel and Development (CIPD) for Talent Management (TM) which is attracting, identifying, developing, maintaining and deploying individuals who are particularly valuable to the organization "(Gallardo & Thunnissen, 2016).

III. METHODOLOGY

Methods/Materials

The General Authority for Tourism was approved as a research community and the sample was all senior departments from director and heads of departments and heads of people and thus the sample reached (50) and (44) views were retrieved, The questionnaire: The primary tool for collecting information is composed of two parts, the first part relates to demographic information for the sample, while the second part includes (36), the first variable paragraphs of the strategic human resource management reached (22) paragraphs, and the success factors for talent management have reached (14) Paragraph The approved measures of the resolution paragraphs are (Matsumoto, 2018: 246) to measure the paragraphs of strategic human resources management and (Maali et al., 2017: 18-19) to measure the paragraphs of success factors for talent management.

IV. RESULTS

4.1 Characteristics of the study sample:

Gender: the male component of it (43.2%), while the female percentage was (56.8%), As the percentage of married couples from the sample (61.4%), and singles (29.5%), while the proportion of divorced and widowed (2%), respectively, while the proportion (75%) of the sample was from permanent owners, and (25%) from the contracted angel The sample was subjected to specialized courses at (38.6%) and general courses (31.8%), while (29.5%) of the sample did not undergo any specialized or general courses in the field of its jobs.

Age: On the level of ages, the age group (29-20) won the first rank by (47.7%), while the two categories (39-30) and (49-40) came in the second rank by (25%), respectively, and at the level of educational qualification A bachelor's degree was in the lead (59.1%), then a middle school diploma (20.5%), a diploma certificate (13.6%), a PhD degree (4.5%), and finally the last ranking for a master's degree was (2.3%).

Experience: As for the level of work experience, the category of experience in the workplace has obtained less than ten years in the first order by (56.8%), followed by the category of experience (10-15) by (27.3%), and the category (20-16) by (13.6%), and finally the category came more than twenty-five years in the last order, at a rate of (2.3%).

4.2 Results of the measuring instrument

The researchers conducted a sample size adequacy test to perform statistical analysis, and two exploratory factor analysis and confirmatory tests, as well as a stability test, so the value of the Kaiser Mayer Olsen test (0.871), and the value of the Bartlett test (226.882) at the level of significance (0,000) and degree of

freedom (28), while The latent root value of the single factor was (5.139), with an explanatory variance value (64.234%), while the saturation values (0.914-0.692) ranged for the first factor elements in the rotation matrix, while the stability coefficient value for the independent variable was HR strategy (0.938) via (2238) Paragraph represented by, and through (14) clauses, the coefficient of constant dependency of the dependent factors was measured JAHAAH for Talent Management (0.934), and the variables achieved conformity quality conditions for confirmatory factor analysis as shown in the results of Table (1).

Table 1. Search Scale Test

Coding	Alpha - Cronbach	The first factor after recycling	The first factor is recycled before rotation	Variables
X1	0.938	0.851	0.723	Personal and organizational career development
X2		0.750	0.563	Objective management and employee evaluation
X3		0.793	0.628	Flexible recruitment and transportation
X4		0.790	0.625	Enhance external reactions
X5		0.822	0.676	Ensure career development
Y1	0.934	0.914	0.836	Structural success factors
Y2		0.780	0.608	Administrative success factors
Y3		0.692	0.479	Environmental success factors
64.234%				The overall interpretation of the variance
5.139				Latent root
0.871				Kaiser Mayer Olsen test
226.882				Bartlett test
28				Degree of freedom

0.000	Moral test
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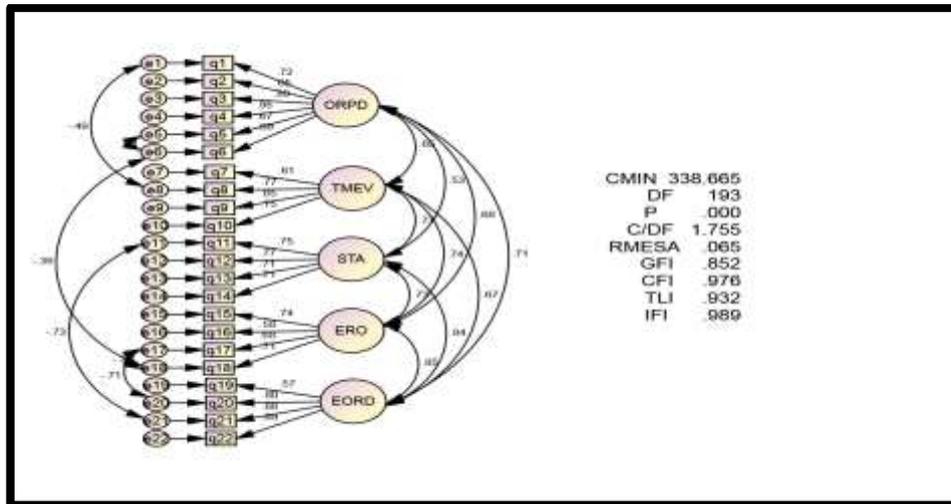


Figure 2 confirmatory factor analysis of HRM data

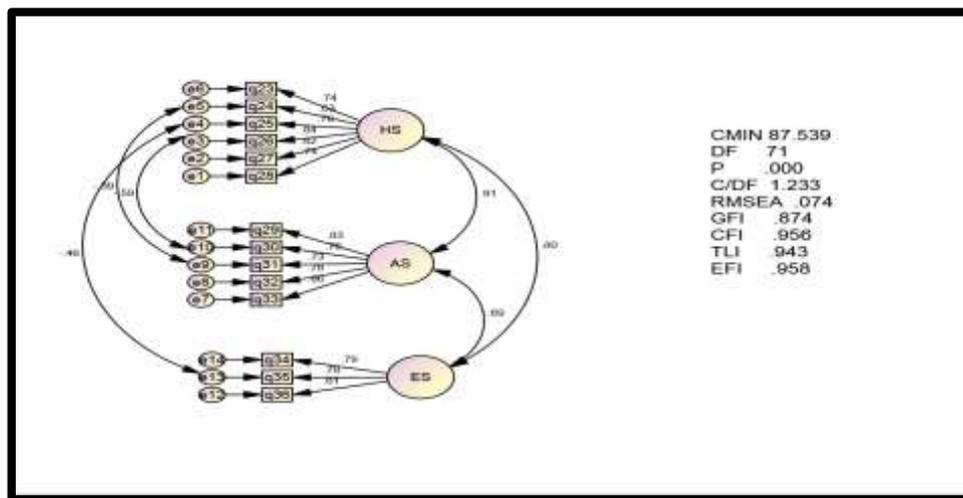


Figure 3. Empirical factor analysis of success factor data for talent management

4.3 Results of study data analysis

The level of responses of the research sample was analyzed and diagnosed about the two variables discussed, as well as their dimensions and as shown in the results of Table (2), through the arithmetic mean, the standard deviation, the difference coefficient, the relative weight, the highest answer and the lowest answer, in addition to the arrangement of dimensions and variables according to the coefficient of relative difference My agencies:

Table 2. Analysis and diagnosis of the level of sample answers (n = 44)

Arrangement	MIN	MAX	R.W	C. V	St. D	Mean	Variables
Fifth	1.33	5.00	.666	.284	.948	3.33	Personal and

							organizational career development
The second	1.50	4.50	.652	.244	.797	3.26	Objective management and employee evaluation
the fourth	1.00	4.75	.652	.271	.886	3.26	Flexible recruitment and transportation
the first	1.00	4.75	.670	.236	.791	3.35	Enhance external reactions
the third	1.00	5.00	.700	.254	.892	3.50	Ensure career development
the first	1.50	4.83	.656	.248	.814	3.28	Structural success factors
The second	1.00	4.60	.622	.289	.898	3.11	Administrative success factors
the third	1.00	4.33	.580	.336	.974	2.90	Environmental success factors
the first	1.67	4.43	.668	.215	.719	3.34	Strategic human resource management
The second	1.17	4.31	.620	.255	.792	3.10	Success factors for talent management

It is cleared to researchers from the results of Table (2):

a) The independent dimension got the strategic management of human resources management in the first order with an arithmetic mean (3.34) available around the mean, exercising with relative interest (66.8%), with a standard deviation (0.719) and a relative difference coefficient (21.5%), which indicates the convergence of the sample responses, so it was The highest level of answers for the variable (4.43), while the lowest level of answer (1.67).

The independent dimensions gained the enhancement of external interactions on the first order by a relative difference coefficient (23.6%), the independent dimension managing the goal and evaluating the employees in the second order and by a coefficient of relative difference (24.4%), and ensuring career development in the third order and a coefficient of relative difference (25.4%), while the fourth ranking was The dimension of employment and flexible transportation is with a relative difference coefficient (27.1%), while the

fifth order for the personal career and organizational development dimension was with a relative difference coefficient (28.4%).

b) . The approved dimension got the success factors for talent management as a dependent variable on the second order in the level of availability, interest and practice in the Ministry of Labor and Social Affairs, so we got a mean (3.10) available around the mean, with a standard deviation (0.792), and a relative difference coefficient (25.5%) of It indicates agreement, homogeneity, and convergence in the level of sample responses about that availability and relative interest (62%), while the lowest level of response was around the dimension (1.17) and the highest answer (4.31).

As for the dimensions of the dependent variable, success factors for talent management, the first order was for structural success factors with a relative difference coefficient (24.8%), then the dependent dimension came for administrative success factors in the second order with a relative difference coefficient (28.9%), and finally the third order for the dependent dimension was factors Environmental success with a relative difference coefficient (33.6%).

4.4 Test of hypothesis's Study:

a. Personal career development and organizational development affect the success factors for talent management significantly

Table (3) shows that the statistical value of the regression equation (f) has reached (44.113) at the level of significance (0,000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of correlation coefficient was (0.716) and accordingly The first sub-hypothesis of the first main hypothesis is accepted (personal career development and organizational development affect the success factors for talent management significantly), as this result indicates a clear impact of personal career development and organizational development on success factors for talent management.

While explaining personal career development and organizational development through (identification factor) $R^2 = 0.512$), as it indicates that the independent dimension of personal career development and organizational development explains the value of (51.2%) of the changes that occur to the success factors for talent management, while the ratio is The remaining (48.8%) of the effect is attributed to other factors that were not tested in the research model, while the value of the marginal inclination, which represents the impact factor ($\beta = 0.599$), meaning that an increase in interest by the laboratory in personal career development and organizational development for one unit, will cause a change in interest Automatic by him in the success factors for talent management by (59.9%), as Proven value (t) calculated for miles marginal (6.642) moral influence, which is greater than Tabulated value (1.96) at the moral level (0.05).

Success Factors for Talent Management (Y) = 1.108 + 0.599 * (Personal Career and Organizational Development)

b. Goal management and employee evaluation influence the success factors of talent management significantly

Table (3) shows that the statistical value of the regression equation (f) has reached (16.559) at the level of significance (0,000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of correlation coefficient (0.532) and so The second sub-hypothesis of the first main hypothesis is accepted (objective management and employee evaluation influence the success factors of talent management

significantly), as this result indicates a clear impact of target management and employee evaluation on success factors for talent management.

In what explains the goal management and employee evaluation through (identification factor) $R^2 = 0.283$), it indicates that the independent dimension of personal career development and organizational development explains the value of (28.3%) of the changes that occur to the success factors for talent management, while the remaining percentage (71.7%) of the effect is attributed to other factors that were not tested in the research model, while the value of the marginal inclination, which represents the impact factor ($\beta = 0.528$), meaning that an increase in interest by the laboratory in managing the goal and evaluating the workers for one unit will cause a change in the automatic interest from Prior to it was the success factors for talent management at (52.8%), as the calculated value (t) of inclination was established To my own (4.069) moral influence, which is greater than Tabulated value (1.96) at the moral level (0.05).

Success factors for talent management (Y) = $1.376 + 0.528 * (\text{goal management and employee assessment})$

c. Recruitment and flexible transportation affect the success factors for talent management significantly.

Table (3) shows that the statistical value of the regression equation (f) has reached (21.267) at the level of significance (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of correlation coefficient was (0.580) and accordingly The third sub-hypothesis of the first main hypothesis is accepted (employment and flexible transportation affect the success factors of talent management significantly), as this result indicates a clear impact of employment and flexible transportation on the success factors for talent management.

In what explains employment and flexible transportation through (identification factor) $R^2 = 0.336$), as it indicates that the independent dimension of employment and flexible transportation explains the value of (33.6%) of the changes that occur to success factors for talent management, while the remaining percentage (66.4%)) Of the effect is attributed to other factors that were not tested in the research model, while the value of the marginal inclination, which represents the influence factor ($\beta = 0.518$), that is, an increase in the interest of the laboratory in the employment and flexible transportation of one unit, will cause a change in the automatic interest by him in the success factors To manage talent at (51.8%), as the calculated value (t) of the marginal slope (4.612) proves significant influence, which is greater From its tabular value (1.96) at the level of significance (0.05).

Success Factors for Talent Management (Y) = $1.412 + 0.518 * (\text{flexible employment and transportation})$

d. . Promoting external interactions has a significant influence on success factors for talent management

Table (3) shows that the statistical value of the regression equation (f) has reached (23.947) at the level of significance (0,000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of the correlation coefficient (0.603) and so on The fourth sub-hypothesis of the first main hypothesis is accepted (enhancing external interactions affects the success factors for talent management significantly), as this result indicates a clear impact of strengthening external interactions employing and transporting the success factors for talent management.

While explaining the enhancement of external interactions through (identification factor) $R^2 = 0.363$, as it indicates that the independent dimension enhancing external interactions explains the value of (36.3%) of the changes that occur to success factors for talent management, while the remaining percentage (63.7%)) Of the effect is attributed to other factors that were not tested by the research model, while the value of the marginal inclination, which represents the effect factor ($\beta = 0.604$), that is, the increased interest by the laboratory in promoting external interactions of one unit, will cause a change in the automatic interest by him in the success factors To manage talent at (60.4%), as the calculated value (t) of the marginal slope (4.612) proves the morale of correlation Year, which is greater than Tabulated value (1.96) at the moral level (0.05).

Success Factors for Talent Management (Y) = $1.075 + 0.604 * (\text{Enhancing External Interactions})$.

e.. Ensuring career development affects the success factors of talent management significantly.

Table (3) shows that the statistical value of the regression equation (f) has reached (27,535) at the level of significance (0,000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of correlation coefficient was (0.629) and accordingly The fifth sub-hypothesis of the first main hypothesis is accepted (ensuring career development affects the success factors of talent management significantly), as this result indicates a clear impact of ensuring career development in success factors for talent management.

In what explains the guarantee of career development through (the determining factor) $R^2 = 0.396$, as it indicates that the independent dimension guaranteeing career development explains the value (39.6%) of the changes that occur to the success factors of talent management, while the remaining percentage (60.4%)) Of the effect is attributed to other factors that were not tested by the research model, while the value of the marginal inclination, which represents the influence factor ($\beta = 0.559$), that is, the increased interest by the laboratory in ensuring the career development of one unit, will cause a change in the automatic interest by him in the success factors To manage talent at (55.9%), as the calculated value (t) of the marginal slope (5.247) proves significant influence, which is greater than Its tabular value (1.96) at the level of significance (0.05).

Success factors for talent management (Y) = $1.143 + 0.559 * (\text{career development guarantee})$

f. . The human resources management strategy has a significant influence on the success factors for talent management.

Table (3) shows that the statistical value of the regression equation (f) has reached (50.110) at the level of significance (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of correlation coefficient was (0.738), and accordingly The second sub-hypothesis of the first main hypothesis is accepted (HRM strategy has a significant influence on success factors for talent management), as this result indicates a clear impact of HRM strategy on success factors for talent management.

While the strategy of human resources management is explained by (determination factor) $R^2 = 0.544$, as it indicates that the independent variable the strategy of human resources management explains its value (54.4%) of the changes that occur to success factors for talent management, while the remaining percentage (45.6%) of the effect is attributed to other factors that were not tested in the research model, while the value of the marginal inclination, which represents the impact factor ($\beta = 0.812$), that is, an increase in interest by the laboratory in managing the HRM strategy for one unit, will cause a change in the automatic interest of Before him in the

success factors for talent management at (81.2%), as the value of (t) is proven And has a tendency for marginal (7.079) moral influence, which is greater than Tabulated value (1.96) at the moral (0.05 level).

$$\text{Success Factors for Talent Management (Y)} = 0.387 + 0.812 * (\text{HRM Strategy}).$$

Table (3) the effect of strategic human resource management and its dimensions on the success factors for talent management

Success Factors for Talent Management (Y)								Variables
DF	A	β	Sig	T	F	R	R ²	
1,42,43	1.108	.599	.000	6.642	44.113	.716	.512	Personal career development and organizational development
	1.376	.528	.000	4.069	16.559	.532	.283	Objective management and employee evaluation
	1.412	.518	.000	4.612	21.267	.580	.336	Flexible recruitment and transportation
	1.075	.604	.000	4.894	23.947	.603	.363	Enhance external reactions
	1.143	.559	.000	5.247	27.535	.629	.396	Ensure career development
	.387	.812	.000	7.079	50.110	.738	.544	Human Resources Management Strategy

V. CONCLUSION

The researchers reached a set of conclusions as follows:

Tourism Board has an interest on (SMHR), but it is not at the required level and below the level of ambition, as there is some interest in HR practices such as the development, employment and evaluation of workers, the takes into account the interest in promoting external interactions through participation in external seminars and conferences and the use of consultants, although this interest has not reached a high level , also it was found awareness among the sample of the importance of talent management success factors, but never obtain a high agreement, because there is a high impact of structural, environmental and administrative success factors on talent management , and there is an interest and distinction for the talented workers through the work of the researched organization in their training and development to some extent that satisfies ambition, and there is a little weak interest in keeping pace with internal and external environmental changes, which are reflected in the extent of the success of talent management , so that, there is a clear role of the human resources strategy in its dimensions, which is reflected in enhancing success factors for talent management through enhancing human resources practices and a strategic approach that matches the organization's overall strategy.

VI. RECOMMENDATIONS

There are some recommendations should pay attention to the following:

- a) Develop a clear and appropriate strategy that is in line with the overall strategy of the organization and in a way that enhances its efficiency and effectiveness, through training employees and according to the required skills through internal and external training programs, and making information available to workers.
- b) Evaluating the performance of workers through a system based on skill and competence, taking into account the career orientation of them and encouraging them to participate in external conferences to expand the scope of knowledge and perception of them by identifying the developments taking place in their field of work taking into account the provision of incentives and according to performance and creativity in the work.
- c) Attention to talented workers through training and development programs (governmental and non-governmental organizations such as civil society organizations) that cultivate their talents as well as giving them prizes and material and moral support to evaluate their work and to distinguish them from others.
- d) Taking into account the need for environmental adaptation to keep pace with internal and external environmental changes by constantly examining and monitoring the environment from specialists to reflect these changes on the requirements of the human resource necessary to maintain the growth and progress of the organization in a manner that suits its future needs.

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