# A Grounded Theory Approach to Building a Talent Management Model for a Commercial Service Company

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## Abstract

The purpose of this study is to design a talent management model for a mid-size commercial service company in Iran. The research method is qualitative and based on Grounded Theory. In this research, semi-structured in-depth interviews were conducted with experts and senior managers. The research results show the extraction of 409 primary codes, and 102 concepts and 27 categories from the interviews. The final model of the research was presented in the form of the grounded theory model including the phenomena, causal conditions, context, intervening conditions, strategies and consequences at both individual and organizational levels. This model helps the human resources department of this organization to have a suitable guide to move towards the desired state of talent management. The limitations and practical suggestions of the research are discussed at the end of the article.

*Keywords:* Talent Management Model, Recruitment and Selection, Training and Development, Retention, Grounded Theory.

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# 1. Introduction

In the current business environment due to the increase in competition in the market, globalization, changes in government regulations, rapid growth, progress in technology and information systems, and extensive global communications, many challenges have arisen in the field of human resource management. The main theme that has emerged in recent years is the importance of maximizing the individual talent of employees as a unique source of competitive advantage (Nayak et al., 2018; Narayanan et al., 2019). These days, the organization's talent is the main source of their competitive advantage. If an organization's employees have a unique competency, it differentiates them from their competitors. In this competitive environment, retention of talented workforce along with recruitment is the main task of HR managers. Acquiring the right talent makes the organization's strategy stronger. Today, there is still a significant talent shortage in various sectors and countries, as a result, finding the "right" person for a particular job has become more challenging (Hongal & Kinange, 2020). Based on this, many public and private organizations have paid full attention to their talents and considered them as the main capital used for their present and future progress (Mousa & Ayoubi, 2019). Attracting and retaining the right talent in the right places is one of the most important success factors of organizations in the competitive landscape of a global economy. However, qualified talent is scarce, so many employers have to deal with the so-called "war for talent", a term first coined in the late 1990s by a group of McKinsey consultants (Bonneton et al., 2019). After that, talent management received the attention of experts and academics and became increasingly popular in the field of human resource management and is known as a critical success factor in organizations (Tyskbo, 2021; Mensah, 2019). Academicians and experts believe that talent management is one of the priorities of organizations around the world, because it can be a source of sustainable competitive advantage in the highly dynamic and often uncertain environment of the 21st century market. Therefore, the concept of talent management has become the forefront of the field of management (Khoreva et al., 2017; Mensah, 2019). Talent management includes all human resources as well as administrative and technological processes and usually includes things such as selection. It refers to recruitment options, selection, attraction, socialization, retention, development, establishment, etc. and is associated with planning and analysis. Talent management includes three main areas: talent

attraction and employment, talent retention and the third element are training and development of talent (Rowshan et al., 2020) or flourishing of talents (Shahi et al., 2020).

Over the past two decades, the role of talent management in organizations has gained widespread and sustained attention, as key human resources are considered strategic partners for successful business strategies. A high level of strategic and unique value possessed by talented people can serve as a source of innovation and competitive advantage (Kaliannan et al., 2022). Due to the lack of talent, organizations have to compete with each other in attracting and retaining high performance employees. The ability to attract and retain talent is rapidly becoming one of the key issues for HR managers and their organizations worldwide. For example, many companies such as Google and Facebook are competing against each other to recruit, develop and retain talent, because it is human capital that drives companies' performance and competitive advantage. The talent management system is recognized as an important component of business success in the modern economy, because it allows companies to retain top talent and increase their productivity (Cui et al., 2018). Among the positive effects of talent management, we can mention the attractiveness of the company, achievement of business goals, customer satisfaction, company profit, innovative performance of the company, motivation and positive attitude of employees (Gallardo-Gallardo & Thunnissen, 2016; Son et al., 2018).

Talent management represents a greater challenge for emerging countries than for developed countries, as it is rare to find and retain local talent capable of dealing with a global business world. Therefore, many studies have been conducted on talent management challenges in emerging countries (e.g., Muratbekova-Touron et al., 2018). Despite the large number of talent management models, there are practically no articles showing how to implement them in practice (Maqueira et al., 2019). Iran commercial service companies have important role in Iran economy. The type of activity of this kind of companies and the priority of maximum productivity, which is one of the strategic goals of these companies, doubles the importance of having people with high capabilities and skills. For example, the post of technology and information manager of the company under study has been vacant for a long time, the lack of fit between the academic field and the organizational position in the company, how to attract and select talents, develop and retain them in order to achieve the goals of the organization are among the main issues that this company is struggling with them. Therefore, the selected company faces challenges in obtaining capable and

experienced people to fill key jobs. Also, due to the lack of appropriate criteria for identifying managerial talents, the process of selecting and appointing talents in the organization is accompanied by problems. Based on the explanations given, this company is currently in dire need of a road map to attract and select, train and maintain capable people, especially at the managerial levels. Therefore, designing a model for the talent management to pay special attention to talent matters is one of the essential needs of this company. Due to the complexity and difficulty of identifying the talent management system in the company, the main question of the current research is as follows: What are the components of the talent management model in the selected company?

In the following, we will first review the literature, the difference between the talent management system and human resources management and the research methodology in data analysis. Then, in the discussion and conclusion section, we introduce the proposed research model, and finally, the article ends by presenting suggestions to commercial service company managers and future researchers.

## 2. Theoretical Framework and Literature review

To conduct research on talent management, it is better to first discover and define the word "talent", while there is no satisfactory and agreed definition on this word (Kichuk et al., 2019). For example, Armstrong (2006) defined talent as a committed and engaged skilled workforce. Shiman (2014) considers talent as knowledge, skills, abilities, experiences, values, habits and collective behaviors that contribute to the achievement of the organization's mission. Mwila and Turay (2018) believe that talent is an innate and natural skill, that is, every person can be talented regardless of social class, gender and academic achievements. In general, according to the mentioned definitions, in the present study, we define talent as follows: "A person with special abilities (knowledge, skills, experience) who is committed to his work and helps the organization to achieve its goals."

Since entering the management culture in the 1990s, talent management has been discussed by many academics and professionals as a very important tool in any organization, but there is no agreed definition of talent management (Muratbekova et al 2018; Maqueira et al., 2019; Mensah, 2019). For example, Calligans and Malahi (2009) have defined talent management as attracting,

identifying, developing, interacting/retaining and deploying employees with high potential and performance to fill key positions that have a significant impact on the organization's sustainable competitive advantages. Armstrong (2006) considers talent management to be a series of integrated activities to ensure the attraction, maintenance, motivation and development of talented employees needed in the present and future of the organization. Shiman (2014) defined talent management as follows: identifying talent and then aligning it with job roles in the organization in order to increase engagement and motivate the individual with a role that matches his inherent ability. Considering the close relationship of this definition with the purpose of the present research, we develop our definition of talent management as follows: "Identification of key positions and talent gap analysis, to meet the demand of the market and then implementing the process of recruitment and selection, training and development, and retention of present and future talents of the organization".

The talent management system and human resources management are very similar to the extend that it seems difficult to distinguish between these two concepts. Some researchers believe that the talent management system is the same as human resource management and just given a new name (Cui et al., 2018). The debate over whether talent management is an alternative or complementary to human resource management continues (Painter-Morland et al, 2019). In general, there are two views about the talent management system, based on which one can understand the existence or non-existence of the difference between human resource management and the talent management system: the "exclusive perspective". According to this view, some people are inherently more talented and therefore more valuable than others (Muratbekova et al 2018; Cui et al., 2018; Lewis & Heckman, 2006). Talent is stable and unique, it emerges at birth and almost is unteachable (Latukha, 2018). Another approach is called the "inclusive perspective". This view is based on the principle of justice. According to this view, talent exist in the nature of every person. In other words, all people are talented, but they express it in different ways (Mensah, 2019; Muratbekova et al 2018). Therefore, when talent management focuses on everyone in the organization (holistic view), there is no difference between talent management and human resource management. Of course, taking a exclusive approach will help distinguish talent management from human resource management in order to help researchers and practitioners in the "war for talent" (Mensah, 2019). Human resource management focuses on each employee of the organization, while talent management system focuses on a unique set of pools, people, positions or practices that bring more

value to the company (Glaister et al., 2018). Talent management focuses on people as the main source of competitive advantage, while human resource management emphasizes the overall performance of the organization. Human resource management is ongoing in nature, while talent management systems emphasize finding and nurturing key talent (Cui et al., 2018).

Differentiating between talents in organizations may have negative consequences for organizations and their employees. In many cases, there is an excessive focus on type A employees, whereby these individuals receive more pay, rewards, and training than type B or C employees. Therefore, employees of type B or C perceive less than company expect and become discouraged, and this can lead to a loss of employee motivation, a decrease in organizational productivity, and their possible resignation. . Therefore, in the present study, in order to avoid these possible consequences, we emphasize that all employees can flourish and become talents which this approach play an important role in improving individual and organizational performance (Pfeffer, 2001; Oehley, 2007: 36).

In the last two decades, talent management has become the main management discourse and employee talent has become one of the most important intangible assets of companies (Maqueira et al., 2019). In this regard, efforts have been made to develop an integrated system of talent management. Wellins et al. (2006) introduced a model based on the organization's goals and strategy, based on which the talent demand model is determined based on the organization's cultural and strategic priorities. In this model, after determining the demand, the stage of talent management is proposed, which includes five stages of identifying existing potentials, evaluating their readiness, developing talent, selecting and employing talent, and emphasizing their performance. Phillips and Roper (2009) introduced the dimensions of talent management including recruitment, selection, engagement, development and retention. In his doctoral dissertation, Sweem (2009) investigated the talent management system and how to use this system to create commitment in employees in one of the service companies in America. The findings of the interviews in this research showed that the department of human resources management and organizational development can support and strengthen the talent management system and continuous improvement of the work environment, open atmosphere and transparent policies at the top level of the organization are important components of a talent management system. Schiemann (2014) introduced the talent management cycle including: attraction, recruitment,

familiarization, training, performance maximization, development and succession, retention and recovery. On the other hand, Oppong & Gold (2016) introduced the talent management development model including five elements of identification, training and development, retention and utilization, deployment and rewarding contribution on the gold mining industry in Ghana.

The review of the research background shows that although the term talent management was proposed in 1988, but its importance has been noticed in the Iranian literature in the last few years. In general, according to the review of the conducted researches, it can be said that some of the components mentioned about talent management have been emphasized similarly in different researches, and some of the components are specific to the purpose and context of that organization which emphasize another aspect of the importance and necessity of conducting the current research.

## 3. Methodology

Grounded Theory methods were used to design the model, the main method of which is based on Strauss & Corbin theory (Strauss & Corbin, 1990). This method, due to the systematic framework employed, provides effective guides and strategies that make it possible for the researchers to build and create theory at the end of the research. Also, in this research, three types of coding were applied: open coding, axial coding (in the form of causal conditions, intervening conditions, context, main phenomenon, strategies and consequences) and selective coding. Then, the results were used in order to provide a model of the talent management system according to the systematic approach of grounded theory (Strauss & Corbin, 1990).

The company selected in the present study was active in commercial services and had more than 200 employees on August, 2021. Using the snowball method, the interviewees in the company were asked to introduce knowledgeable people in the field of research for subsequent interviews, this method was continued until theoretical saturation was reached and the sample size was 11 experts. In order to collect data, a semi-structured interview method was used. The duration of each interview was between 45 to 90 minutes, which was first recorded and then transcribed verbatim, and were analyzed line by line separately by the authors. Then, disagreement between the authors on the extracted codes were resolved. In order to increase the reliability and validity of the results, some of the participants and 4 other experts reviewed the final model.

In research based on grounded theory, validity is an essential part of the research process (Creswell, 2012: 442). Strauss & Corbin, (1990) have proposed the acceptability criterion instead of the validity and reliability criteria to validate the researches based on grounded theory. Acceptability means to what extent the research findings are reliable and trustworthy in reflecting the experiences of participants, researchers and readers about the phenomenon under study. Ten indicators (Fitness, applicability, concepts, contextualization of concepts, logic, depth, variation, creativity, sensitivity, evidence of memos) have been introduced for the acceptability criterion (Corbin & Strauss, 2008), which in this research is to promote scientific accuracy, validity and reliability. Finally, the main research question that we aim to discover is "What elements build a talent management model for the commercial service company based on grounded theory approach?".

# 4. Results

Data analysis was done using the three-stage coding process of Strauss and Corbin (2008), which includes three stages of open coding, central coding, and selective coding. The coding process began with the open coding of the interview text.

**Open Coding**

At this stage, after the verbatim transcription of interviews, the texts were deeply studied. For the codes that referred to a concept, appropriate concepts were defined. Then, in the next stage of the research, in order to form a category, the concepts were compared with each other, and those concepts that were closer to each other were placed under a more general concept called the category, which was more abstract and covered the previous concepts. Finally, according to the analysis and open coding of the conducted interviews, 27 categories and 102 concepts and 409 codes were obtained. Table (1) shows a sample results of open coding for one of the categories, its related concepts and the extracted codes.

**Table 1.** A Sample Results of open coding

| Category | Concept | Codes |
|---|---|---|

| | | |
|---|---|---|
| Training courses planning | Designing training courses according to the needs of employees | Needs assessment, standard training courses, training calendar, training courses outside the organization, Motivational contents |
| | Feedback of training courses | Training courses reports, training impacts on skills, training impacts on behaviors |

## Axial coding

Axial coding is the process of relating categories to subcategories (Corbin & Strauss, 1990). In this stage, the database theorist chooses one of the categories of the open coding stage and places it in the center of the process he is investigating (as the central phenomenon) and then relates other categories to it. These categories include consequences, contextual and intervening conditions, strategies and causal conditions (Creswell 2012: 426).

## Causal Conditions

Causal conditions are categories of conditions that affect the central phenomenon, or in other words, conditions that cause the creation and development of the central phenomenon, which in this research are: paying salaries and fair benefits, evaluating honest performance, moving towards change and supporting research and innovation, paying attention to the work and non-work life of talented staff, and manager support for the implementation of talent management. In table (2), causal conditions in the implementation of the talent management system and their related concepts are mentioned.

**Table 2** .Casual conditions in the implementation of the talent management system

| Axial coding | Category | Concept |
|---|---|---|
| Causal Conditions | Fair pay and benefits | Selective benefits for employees, competitive salary and benefits |
| | Moving towards change and supporting research and innovation | Avoiding resilience for change, low commitment of the company to researchers, supporting new and innovative ideas of talented staffs, supporting researchers and staffs with ideas, welcoming and readiness for change |
| | Honest performance appraisal | Evaluating employee performance from the perspective of customers and employees, the impact of performance evaluation, not applying |

| | | |
|---|---|---|
| | | managers' personal opinion in performance evaluation, measuring employee performance, implementing performance evaluation |
| | Paying attention to the working and non-working life of talented people | Attention to the working life of employees (job support), attention to the non-working life of employees (e.g., flexible working hours, home care, …) |
| | Support the implementation of talent management | Support to provide the funds needed to balance the supply and demand of talents, support of top managers for the implementation of talent management |

**Central Phenomenon**

The central phenomenon is an idea that is on the basis of the process. Among the categories extracted from the open coding, the category "implementation of the talent management system" was placed in the center of the model because there were traces of it in different parts of the data. In such a way that other categories can be related to it. The concept chosen for the central phenomenon has a higher level and is more abstract. In table (3), concepts related to the central phenomenon are mentioned.

Table 3 . Central phenomenon in the talent management model

| Axial coding | Category | Concept |
|---|---|---|
| Central phenomenon | Implementation of the talent management system | Sense making of talent management in order to facilitate its implementation, recruitment and selection process, holding of training courses, implementation of talent maintenance |

**Strategies**

Strategies, practices, actions or special interactions that result from the central phenomenon. In the current research, the main strategies for the implementation of the talent management system based on the data obtained from the interview are: intelligent control and monitoring of the recruitment of talented people, diverse planning of the talent pool, familiarization and socialization of talented people, job transfer and job rotation in the organization. Compilation and appropriate orientation of the organization's strategies, design of training courses program according to job requirements, multiple selection and application methods, needs assessment and evaluation of training courses

and identification of talents inside and outside the organization. The categories and related concepts are shown in table (4).

**Table 4 .**Strategies for implementing the talent management system

| Axial coding | Category | Concept |
|---|---|---|
| **Strategies** | Identification of internal and external talents | Measuring the ability of current employees, identifying people with high potential to enter the organization |
| | Need assessment and evaluation of training courses | Identification of required training courses, quality assessment of training courses |
| | Compilation and appropriate orientation of the organization's strategies | Alignment of human resources strategies with the goals of the organization, alignment of the human resources strategies with other units and the overall strategies of the organization, appropriate orientation of individual goals and organizational goals, appropriate strategy framework, correlation between the organization's strategies |
| | Diverse planning of the talent pool | The performance of the human resources planning unit in attracting talent, internal sourcing, external sourcing, forecasting the supply and demand of the required talent, the importance of the position of human resources planning in the company. |
| | Job transfer and job rotation | Appropriate methods of job rotation, determining the time of job rotation, suitable guides before job rotation, job transfer according to people's expertise, job transfer in order to improve organizational performance, job transfer in order to improve human relations and more familiarity with the organization |
| | Intelligent control and monitoring the talent recruitment | Formal permission for talents recruitment, formation of recruitment committee, Monitoring of talent recruitment |
| | Talents on-boarding | Introducing new talents to the organization's environment and employees, clarifying and clearly defining duties and responsibilities for talented staff, setting up a standard socialization program |
| | Multiple selection and deployment methods | Recruitment of elites from top universities in the required field, selection of official staffs by the headquarters, selection of on-contract staff by the company, selection of third-party staffs by the company, recruitment of academic elites by the headquarters, review |

| | | of records and local research about candidates, employment of talents, allocate certain points for candidates |
|---|---|---|
| | Training courses planning | Designing training courses according to the working needs of employees, determining the feedback of training courses |

**Intervening conditions**

Intervening conditions are general background conditions that affect the strategy. In other words, general conditions that form a set of mediating variables and strategies are also affected by them. Intervening conditions in this research include internal and external legal restrictions, structural challenges of the organization, and increasing the independence and freedom of action of talented people in the organization, which are listed in Table (5).

**Table 5**. Intervening conditions in the implementation of the talent management system

| Axial coding | Category | Concept |
|---|---|---|
| Intervening conditions | Structural challenges of the organization | Improper recruitment and selection structure, the organization's structural dependence on the general staff, the non-priority of the role of human capital in the organization |
| | Increasing the independence and freedom of action of talented people in the organization | Delegation of authority, clarity of responsibilities and authority, sufficient independence of senior managers, test and error opportunities for talented staff, job independence of talented people |
| | Injustice in treatment with talents | Unfair treatment of employees - organizational injustice, humiliation of talents |
| | Internal and external legal restrictions | Legal restrictions on training and retaining talents, legal restrictions on human resource planning |

**Contextual conditions**

Contextual conditions are special conditions that affect strategies. In the current research, the contextual conditions include specific succession planning, multiple intra-organizational communications, injustice treatment with talents, culture of talent management, and sharing of knowledge and expertise among employees, which are presented in table (6).

**Table 6.** Contextual conditions for the implementation of the talent management system

| Axial coding | Category | Concept |
|---|---|---|
| Contextual conditions | Specific succession planning | Replacement in case of talent turnover, preparation of staff with high potential for key roles |
| | Cultivation of talent management | Talent management acceptance by managers, organization's rules and guidelines supports for talent management, putting talent management as a part of the organization's strategies, open organizational culture |
| | Sharing knowledge and expertise among employees | Sharing and integrating knowledge, transferring experiences and personal expertise |
| | Multiple intra-organizational communication | Improving constructive and appropriate relationships among employees, low level of participation among employees and managers with employees, low quality of interpersonal relationships, lack of trust between organizational units in different departments, using communication techniques to improve participation |

**Consequences**

Consequences are the result of using strategies, or in other words, they are the result of adopting strategies, and in this research, these results can be explained on two levels; individual and organizational. At the individual level, balanced development of skills and professional excellence of talents and improvement of job satisfaction and motivation are among them. At the organizational level, we can mention improving the organizational commitment of employees and maximizing performance, which are mentioned in Table (7).

**Table 7.** Consequences of implementing talent management system

| Axial coding | Category | Concept |
|---|---|---|
| Consequences | Improving the organizational commitment of employees | Employee turnover, commitment in talents, avoiding talents, honesty and loyalty in the organization |
| | Performance maximization | Maximizing productivity, suitable job assessment, reviewing human resources planning, improving the performance of the recruitment and selection committee unit |
| | Improving job satisfaction and motivation | Appropriate motivational approach, ensuring employee satisfaction, providing a happy work environment, removing motivational obstacles in the organization, eliminating ethnic, |

|  |  |  |
|---|---|---|
|  |  | religious and political boundaries, not hierarchical view from the managers to the talents |
|  | Balanced development of skills and career excellence of talents | Career ladder, dynamic of job excellence, talents flourishing, see opportunities in the organization, suitable educational environment |

## Selective coding

Selective coding is the process of theory integration and refinement. At this stage, after choosing the central category, the theorist constructs and creates a theory by connecting it with other categories. In the selective coding, the concepts obtained from the open and axial coding were linked together and a model with the following components was extracted from the analysis of the data available in the interview with the senior experts of the company and is reflected in Figure (1).
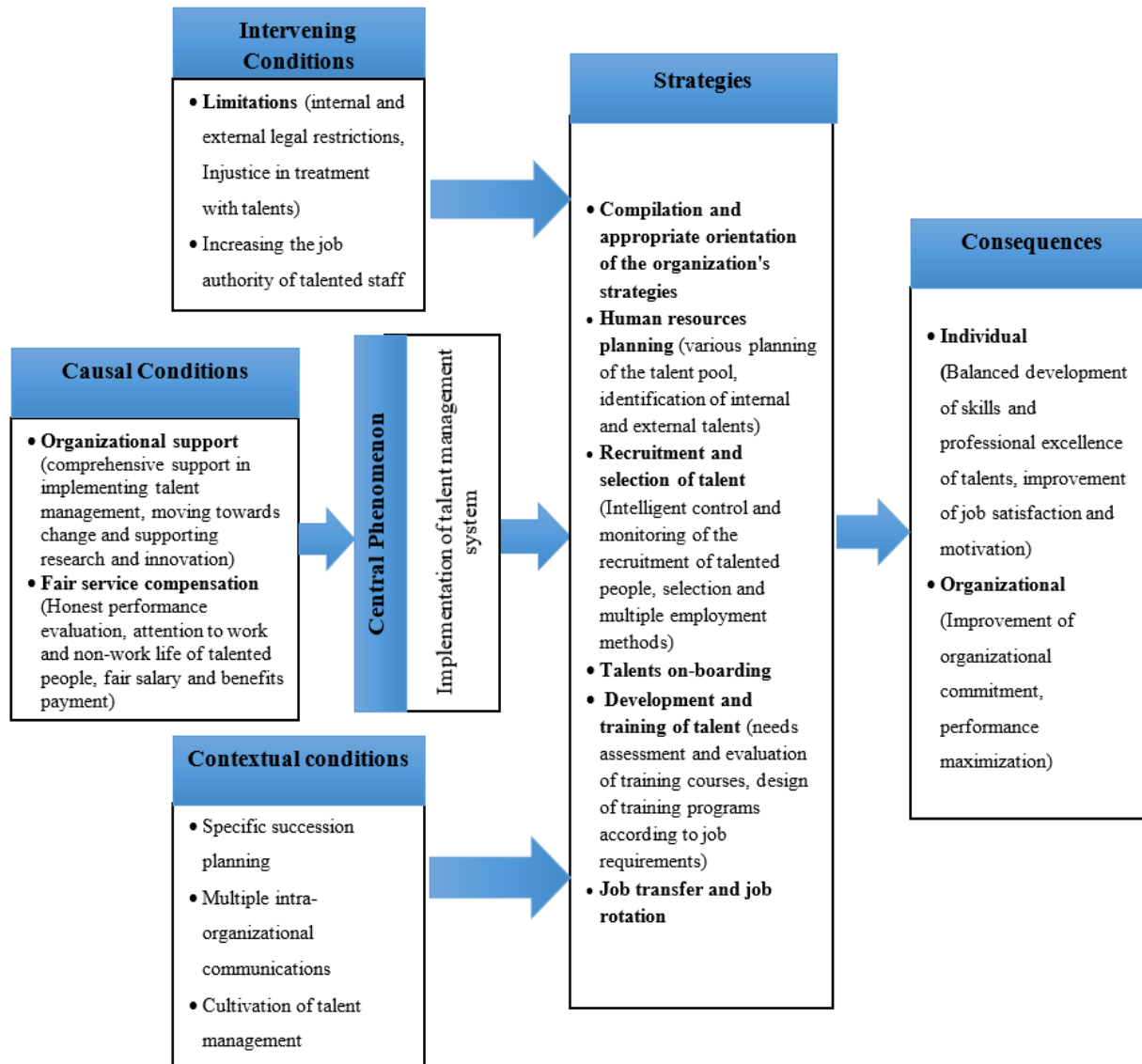
**Intervening Conditions**

- **Limitations** (internal and external legal restrictions, Injustice in treatment with talents)
- **Increasing the job authority of talented staff**

**Causal Conditions**

- **Organizational support** (comprehensive support in implementing talent management, moving towards change and supporting research and innovation)
- **Fair service compensation** (Honest performance evaluation, attention to work and non-work life of talented people, fair salary and benefits payment)

**Central Phenomenon**

Implementation of talent management system

**Strategies**

- **Compilation and appropriate orientation of the organization's strategies**
- **Human resources planning** (various planning of the talent pool, identification of internal and external talents)
- **Recruitment and selection of talent** (Intelligent control and monitoring of the recruitment of talented people, selection and multiple employment methods)
- **Talents on-boarding**
- **Development and training of talent** (needs assessment and evaluation of training courses, design of training programs according to job requirements)
- **Job transfer and job rotation**

**Consequences**

- **Individual** (Balanced development of skills and professional excellence of talents, improvement of job satisfaction and motivation)
- **Organizational** (Improvement of organizational commitment, performance maximization)

**Contextual conditions**

- Specific succession planning
- Multiple intra-organizational communications
- Cultivation of talent management

**Figure 1. Paradigm model of talent management system**

# 5. Discussion and conclusion

The purpose of the current study was to design a model of talent management in a mid-size commercial service company in Iran, the main category of implementing the talent management system was considered as the central phenomenon. Considering the responses of the expert participants in the present research, the design and then the implementation of the talent management system according to the proposed model should be seen as priority of the

organization's top management plans. Oehley (2007) and Pfeffer (2001) believed that the tendency to reduce attention to the skills and characteristics of current employees as well as talent differentiation in organizations may have negative consequences for organizations and their employees. Therefore, they emphasized on creating a comprehensive approach for talent management that can play an important role in improving individual and organizational performance. According to the interviews conducted with the senior managers of the studied company, the basic assumption in this research was that there is some kind of crisis in the field of human resources management in this company. But the question is, what should be done with this crisis? The design and implementation of the talent management system is a phenomenon that it traces in most of the categories was apparent. Therefore, in order to get out of this crisis, it is necessary to design a model of talent management for employees in such a way that it provides the basis for achieving the organization's major goals. Moreover, experts and researchers of talent management believe that the positive attitude of employees and superior organizational performance can be obtained through talent management methods (Gallardo-Gallardo & Thunnissen, 2016).

Based on the grounded theory method, the first issue that should be paid attention to in the model of the talent management system in the company is the examination of the causal conditions affecting the establishment of the talent management system. In general, we should seek to investigate the issue of what are the causal conditions that affect the implementation of the talent management system in the company? Based on the results of this research, fair salary and benefits payment, moving towards change and supporting research and innovation, paying attention to the work and non-work life of talented people, honest performance evaluation and comprehensive support in the implementation of talent management are the causal conditions for the implementation of the system. They affect talent management in the organization. These conditions affect the central phenomenon, that is, the implementation of the talent management system. Following this, the implementation of the talent management system affects the strategies of the talent management system in the company. But this impact is with the intervention of other factors such as intervening conditions and contextual conditions. Intervening conditions are: increasing the independence and authority of talented people in the organization, structural challenges of the organization, unscrupulous treatment of talents and legal restrictions inside and outside the organization. The strategies for establishing the talent management system are:

intelligent control and monitoring of the recruitment of talented people, diverse planning of the talent pool, talent on-boarding, identification of talents inside and outside the organization, job transfer and rotation in the organization, planning training courses according to job requirements, needs assessment and evaluation of training courses, formulation and appropriate orientation of the organization's strategies and multiple selection and employment methods. It should be noted that the mentioned strategies cannot be implemented ideally without some requirements. These requirements include: multiple intra-organizational communications, specific succession planning, talent management culture, and knowledge and expertise sharing among employees. The mentioned factors are the necessary bases for the implementation of talent management system strategies in the company. In general, it is necessary to follow these successive steps so that we can see a talent-oriented and coherent organizational system in the company. The next thing that should be paid attention to and is very important, is that what consequences or results are expected to be achieved after the implementation of talent management system strategies and the establishment of talent management? These results can be explained at the two levels: individual and organization. At the individual level, we can mention the balanced development of skills and job excellence of talents, improvement of job satisfaction and motivation, and at the organizational level, we can also mention the improvement of organizational commitment and maximization of performance.

The research results of Phillips & Roper (2009) are closely related to the results of the current research in the 5 dimensions of attraction, selection, deployment, development, and retention. Also, Chabault et al. (2012) considers the talent management process to include attraction, recruitment, identification, development and retention of employees, which confirms some of the components of the proposed model of the current research. The results of Schiemann (2014) research on the life cycle of talent include attraction, recruitment, socialization, training, performance maximization, development and succession, retention, which overlaps with the key components of the proposed model of the current research. Oehley (2009) introduced the talent management process including attraction and selection, training and development, maintenance, compensation plan, work-life balance, and performance management, which is consistent with the results of the current research. Tonina (2014) considered the process of talent management to include people's growth strategy, talent review, talent acquisition, performance management, and strategic alignment, which partially overlaps with the components of the present research.

Armstrong (2006) also considers the process of talent management in his model to include attracting talents, retaining and maintaining talents, and developing talents, which confirms some of the components of the present study.

In the present research, the talent management system model was designed for the company. In this regard, the following suggestions are presented to the administrative department of the company, to the top managers of the company and to the training department of the company in order to reduce the existing gap and implement the talent management system in the company:

**Suggestions to the administrative and support department of the organization:**

✓ It is suggested to provide the necessary grounds to attract elites without political, racial, ethnic, tribal, religious debates from educational institutions that are superior in the required fields, and the council be made up of senior managers of all organizational units. The council should carefully monitor all stages of recruitment and selection from the beginning to the end. Moreover, real information about the job and the organization should be given to them when hiring them so that they do not face breach on their expectations.

✓ It is recommended to provide opportunities for career development and advancement for talented staffs in the organization by defining a clear and transparent career path, clarifying the job description and the conditions for obtaining key positions, and detailed planning.

In continue, considering that the implementation of talent management requires the support and willpower of the top managers of the company. Here are some recommendations for the top managers of the company:

✓ By reforming the current recruitment and selection system of non-official candidates, provide the necessary help and support for the establishment of recruitment and selection of talents, and consider this system in the strategic plans, goals and operational plans.

✓ Revision on the policies and guidelines, rules and regulations of compensation plans in the organization according to external factors such as inflation rate, economic situation. Comparison with other organizations and geographical conditions should be done, and payment and promotion methods should be based on the evaluation of performance, knowledge, skills and experience, and more attention should be paid to the competence of staffs. Also, 360-degree evaluation during which employees are evaluated from different

dimensions and angles and they can evaluate their managers could be beneficial. The performance evaluation criteria should be made clear for the employees and the employees should be kept informed of the evaluation results and the results of the employee performance evaluation should be used in benefits such as long-term loans, travel facilities.

✓ Among the non-monetary compensation services is promotion to higher positions, the transparency of job promotion criteria, the transparency of company encouragement and punishment for employees, the creation of culture for cooperation and appropriate participation between employees and senior managers through holding organized meetings with employees. Moreover, providing equal opportunity for career development for employees, monitoring organizational justice, organizational houses, solving insurance and health problems, buying free plane and train tickets for employees on work and non-work trips outside the province would be motivating.

✓ Organizing sports teams (football, volleyball, etc.) and encouraging sports such as swimming, cycling, running, etc. to strengthen the morale and physical health of staffs. Also, provide conditions for the employees to participate in regional, provincial and national competitions and encourage and appreciate the best employees.

Following, suggestions to the training department of the company for the effectiveness of the training courses are given:

✓ Motivate employees through the following: organization support for continuing education and scientific upgrading of talents, using successful instructors in the industry for skill-related and attitude-related courses, providing general and life skills classes for employees, attention to the very important role of staff's attitude, book reading contest in the organization (preparation of a list of best-selling motivational books in the world and Iran for this purpose), distribution of tapes, books, articles or videos of training classes among employees, because employees may be busy or tired due to the work. Pay more attention to the assessment of the training needs of the employees and the time training courses hold.

This research, like other researches, has limitations, which are expected to open new doors for future researches. In this regard, designing a separate model for each of the key components of talent management (recruitment and selection, training and development, retention) helps to explain the strategies of each field as best as possible.

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