
Providing A Talent Management Model for Shahed University Staff

Akram Hojjati¹, Abbas Khorshidi^{2*}, Mohsen Farmahini Farahani³, Amir Hossein Mahmoudi⁴

1. Ph.D. in Educational Management, Educational Sciences & Psychology Faculty, Tehran Branch, Islamic Azad University, Iran.
 2. Professor, Department of Educational Management, Educational Sciences and Psychology Faculty, Islamshahr Branch, Islamic Azad University, Islamshahr, Iran
 3. Associate Professor, Department of Educational Sciences, Humanities Faculty, Shahed University, Tehran, Iran
 4. Assistant Professor, Department of Educational Management, Educational Sciences and Psychology Faculty, Tehran Branch, Islamic Azad University, Tehran, Iran
-

Article history:

Received date: 1 April 2018

Review date: 25 May 2018

Accepted date: 16 July 2018

Printed on line: 20 December 2018

Keywords:

Model, Talent Management, Delphi Method, Central Index, Shahed University.

Abstract

Purpose: The purpose of this study was to provide a talent management model for staff of Shahed University. **Methodology:** The methodology of the present study was applied in terms of purpose, qualitative in terms of data, and foundation data in terms of the nature and type of study. The statistical population of the study consisted of academic specialists. Thirty specialists in the field of management were selected using the targeted snowball sampling. The research tool was a semi-structured interview form were set up. Models, findings, studies and theories were first examined, then, the indices were counted by open coding; after the categorization of the central coding, the final form of the interview was sent to 30 field specialists to make selective coding. **Findings:** The results of the findings showed that the most important category of effective index on the promotion of talent management model is the "excellence" category which includes the indices: career path management, succession and organizational commitment. Subsequently, "recruit" category consists of indices: identification, selection and employment. Finally, the model of indices influencing the talent management model was drafted which included 13 indices in five main categories; "recruit", "retaining", "training and development", "performance management" and "excellence." in this model, the mean of each category and order of importance of indices in each category was presented. **Discussion:** Applying this template, its dimensions, its components and indicators, enables universities to manage their human resources and, as a compass, change their scientific movement from day to day planning and improve the quality of the university. Provided.

Please cite this article as: Hojjati A, Khorshidi A, Farmahini Farahani M, Mahmoudi A H. (2018). Providing A Talent Management Model for Shahed University Staff, *Iranian journal of educational Sociology*, 1(10), 25-38.

* Corresponding Author: a_khorshidi40@yahoo.com

1. Introduction

Paying attention to staffs as the largest and most important asset and capital of the organization has developed significantly over the past two decades. Many developments in recent years, which have been created in the form of decentralization of the management system, the reduction of organizational layers, staffs' participation in the process of decision making and similar affairs, are due to the changes in the attitudes of organizations towards the workforce and the staffs' releasing of the old and defective definition of the period after the Industrial Revolution (Dolan & Schuler, 2005).

Talent management is one of the topics that many years have attracted many researchers from the fields of human resource management, organizational psychology, and the organizational behavior. Functional assessment is an important part of organizational life because it can provide solutions for solving human resource problems, achieving organizational goals, managing rewards and compensation, discipline and dismissing the low effort people (Membini, Dehkordi, Kazemi, 2013).

Attention to staffs, and at the top of it, talent management as the largest and most important capital of the organization is a phenomenon that has developed over the past few decades. Many of the changes that have taken place in the current years, in the form of decentralizing management system and directing, reducing organizational layers, the participation of staffs in the decision making process and the like that are all due to the organizations' attitudes toward labor have been changed, the staffs are released of the old and defective definition of the period after the Industrial Revolution and are often familiar with the new definition of valuable resources (Ajei et al., 2009).

Indeed, third millennium organizations are referring to a concept called "human capital". Development of human resources is considered as the secret of the enterprises' survival, and the most important challenge in the business arena is no longer the sole subject of technology; but the use of intelligent human resources and capable human capital is the key to confronting challenge. In today business world, human resource development management is no longer the center of costing, but they are trying to create added value for their capital in the line with the competitive environment of organizations for more profit and cost reduction, enjoying a talent management approach and diversity of staff and training. Today, the most important concern of HR managers is to preserve and develop the organizational talent. Hence, human resources should be considered as the most important capital of an organization, which plays a key and important role in achieving the goals of the organization (Nopasand Asil, Ashegh, Hosseini, Mehravani et al., 2014).

Regarding the importance and necessity of research, it should be noted that the organizational processes and outlooks will be promoted through the talent management. In addition, the university must be able to retaining its effectiveness and improve the organizational processes to achieve productivity and more quality. In the specialized literature, this process is described as "organizational development" or "organizational development". Talent management in general and training and research processes specifically are the problems which always are considered from the university. Several definitions of talent management model are presented by scholars and thinkers including that the talent management model as a system for identifying, hiring, training, upgrading and retaining the talented individuals are in order to improve the organization's ability and function to achieve its goals. In other words, a talent management model is a list of talent management components which helps the managers to identify the right people and to employ them in a suitable job position and ultimately help improve the organization (Soltani, Hojati, Rezaei, 2015).

2. literature Review

Table 1. definitions and concepts of the term "talent management" in different perspectives and designs

Pundits	year	subject	findings
Management Pundits	1960-1970	Talent management	A subsidiary responsibility was assigned to the personnel department
Management Pundits	1990	Talent management	The emergence of talent management
Williams	2000	Talent management	As strategic management
Michael et al	2001	Talent management	A hidden weapon in the global war to gain the talents
Dutagupta	2005	Talent management	Strategic management of talent flow
Garo and Harish	2008	Talent management	Developing the individuals' potential and helping them to take advantage of their strengths and improve their weaknesses.
Collings and Malaga	2009	Talent management	<ul style="list-style-type: none"> - Identify Key and Strategic Business - Create a talent tank - Designing architecture of specific human resource for talents
Griesham and Misco	2010	Talent Management in General Electric Co.	discovering the talent and partly evaluating and adapting these talents within the company are their main concerns.
Tenslee	2011	talent	<p>As a combination of high performance versus high potential</p> <ul style="list-style-type: none"> - Talent as a high potential - Talent as high performance - Talent as individual power
Tomas Ingram	2013	Talent Management probabilities	Talent management as a phenomenon with a high impact on internal and external possibilities
Armstrong	2014	Talent Management Model	<ul style="list-style-type: none"> - Attract talents - Retaining the talents - Motivation the talents - development of talents - Succession

A large number of researchers in the field of talent management have considered Armstrong's model as one of the most comprehensive talent management mode. Theoretical foundations of this study are based on Armstrong's talent management model (2014). In this model, talent management begins with a focus on the strategic plan of the company. Talent management is the employment of a set of integrated activities that organizations use it to ensure about the supply (recruit, discovery, retaining, leadership and successor) of the needed forces in the present and the future, and with emphasizing that the talented people are the main sources of the organization, their goal is to retaining the flow of talent.

1) Recruit the talents: recruit talents involve all topics related to recognizing individuals with a high level of skill set for the organization's occupations. Talent Discovery: The goal of the discovery process of talented staff is to select individuals from among the resources of eligible candidates who can do the best they can.

2) Talents Leadership: talents leadership is a skill different from previous managers' skills and should be taught. Managers need to know how to make the most of people and how to strategically put them in a good position.

The retaining subsystem in the talent management system has this long-term goal which help people to make their full power to the actual. They say that this subsystem does not directly compensate for the service, but we have come to this conclusion that people are more excited by the pleasure they gain through the use of their talents and strengths.

3) Succession: planning of the talent management succession is a process which systematically eliminates the gap between human capital in the organization and leadership talents which the organization needs to respond to the future challenges (Armstrong, 2014).

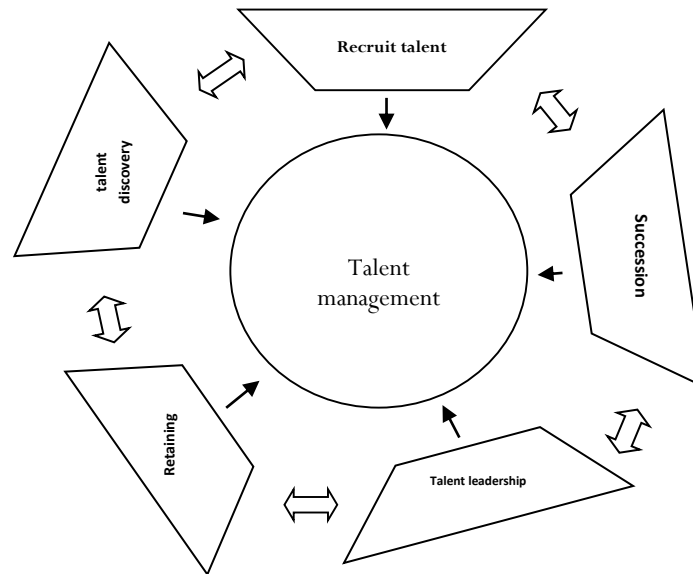


Fig. 1. Talent Management Model (Armstrong, 2014)

A study on the researches done in the field of subject indicates that there has been a lot of researches on the talent management model. Also, the studies have indicated that the talent management model has been attended by the universities and training centers, and a lot of researches have been done in this regard including the study done by Rezaei and Gorgji (2013), entitled "Presentation of Talent Management Model for Staffs of Islamic Azad University in Golestan Province" trying to provide a model for improving this system. Hence, after studying the various models presented in the field of talent management, Oholie model and a Delphi model have been translated and edited by Oholie due to having shared points of selection and the talent management questionnaire.

The statistical population of the study consisted of all staffs of Islamic Azad University in Golestan province with 1100 people and 286 people according to Morgan table were selected as the statistical sample. Then, in second-order exploratory factor analysis, the dimensions of recruit of talent, identification of talent, the creation of positive relationships and the development of talent as a talent ideology component and dimensions of talent retaining, talent utilization and talent performance assessment were named as the component of talent strategy.

After formulating the hypotheses, a confirmatory factor analysis has been used to test the hypotheses. The results showed that both talent ideology and talent strategy have a huge impact on the formation of talent management. Among the dimensions of talent ideology, the dimension of the development of talent has the highest effect, and among the dimensions related to the talent strategy, the performance assessment dimension has the highest effect.

Sanjari et al. (2013) in a research entitled "The Relationship Between Talent Management (Recruit and Identification, Selection, Development, Retaining and Employment the Talents) And Promoting Performance (Financial, Knowledge, And Behavior) Of The Elite Staff in Iran's National Iranian Oil Products Distribution Company) reviewed the relationship between talent management and performance assessment. The method of this research is descriptive and survey type. The statistical population consists of a number of outstanding graduates (112 ones) through the elite selection system of the Ministry of Petroleum in the

last ten years; 87 of them were selected by random sampling in proportion to the size of the community. A questionnaire was distributed among them. Findings of the research indicate that there is a positive and significant relationship between the components of talent management and performance assessment. However, despite the relationship, the results of the tests indicate that the status of indices of knowledge, recruit and identification, development, retaining and utilization of elite staff is not in a desirable and the organization must strengthen these dimensions.

Pasandideh et al. (2015) did a research entitled "Designing Talent Management Model in Gilan Province Industry, Mining and Trade Organization". The study was a descriptive and field research based on the structural equation model. The information needed for the analysis was collected through the distribution of a researcher-made questionnaire, and after ensuring the validity and reliability of the measurement tool among a sample of 54 senior specialists and managers of the organization.

Data collected was analyzed by PLS software. Results showed that the talent management model presented for Gilan Province Industry, Mining and Trade Organization is a good example and based on the research model, the organization can benefit from the talent management process. The main part of the model was taken from the Philips and Roper talent management process model (2009); based on this model, all talent management activities can be guided.

Rahimi and Pazireh (2016) did a research entitled "The Relationship Between Talent Management and Staffs' Performance in The South West Azerbaijan Social Security Department ". The statistical population of this research was all staffs of social security departments of South West Azerbaijan Province, which included 140 people. The sample was 103 from the Morgan table. Data were collected from the talent management questionnaire (2007) and the Harry and Goldsmith Performance Questionnaire. Validity of the questionnaires was confirmed by 7 management professors and reliability of the questionnaires was 0.84 and 0.79, respectively. Pearson correlation test was used to analyze the data. The results of the research showed that there is a positive relationship between talent management and the performance assessment of social security departments in South West Azarbaijan Province.

Also, the results showed that there is a positive and significant relationship between talent management components i.e. talent recruit ($p < 0.05$), retaining ($p < 0.05$) and development of talent ($p < 0.05$), with the performance assessment of social security departments of South West Azarbaijan Province.

Sharma and Batenagar (2009) conducted a research entitled "Talent Management - Competence Development: A Key to Global Leadership". Qualitative research method, case study and research tool were interviewed. The research site was a major pharmaceutical company in India. Based on research findings and in order to attract, retaining and improve talents, the following suggestions are made:

Sharma & Bhatnagar also propose the talent management process in this company as follows:

- 1- Identify the talents: Individuals should be evaluated based on the competency-based framework. The methodology used can be used for assessment and development centers. This method can be applied to all middle managers.
- 2- According to the assessment results of the previous phase, individuals are placed in a 3 * 3 talent matrix which has two main dimensions of performance and capability (this matrix is used only for middle managers). The matrix is provided by senior executives and human resources specialists, and individuals are not aware of the matrix and not their talent.
- 3- At this phase, the IDP should be documented, with the following phases: Documenting the person's aspirations and aspirations (long-term and short-term). Documenting individual's strengths. Documenting of development and development areas.
- 4- At this phase, every director or person in charge of each individual is to discuss with him about the individual's development plan and develop the different learning strategies that can be effective for development.
- 5- A person who has been provided with a personal development plan is required to make a full commitment.
- 6- The learning responsibility for each person is left to him/her.

Individual rehabilitation plan has been reviewed and reviewed in different time periods to identify areas for development in each area. These surveys are carried out one by one in collaboration with human resources specialists.

Cooke et al. (2013) in a research paper titled "Talent Management in China and India, Comparison in Management Concepts and HR Characteristics" compared the talent management in both China and India. The study was based on the experience of 178 managers from companies operating in these two countries. The researchers found a different understanding of talent, talent characteristics and talent management barriers in both countries. Their research shows that in the relations between the worker and the employer in both countries, the system of material value (materialism) is dominant; they also identified the requirements for creating human resource capacities suited to each country, as well as the public necessity. In each of these countries, both in theory and in practice, one should have a special look instead of accepting a public view to achieve the talent management with a special international context.

Sonnenberg, Zijdeveld & Brinks (2014) conducted a research entitled "Disagreement On Talent Perception in Effective Talent Management". The research method was descriptive survey. 2660 of 21 organizations participated in the study. Regression analysis was performed using SPSS software to analyze the data. The results showed that the talent management methods are more related to the psychological satisfaction, this relationship is negatively affected by inconsistency of talent perceptions.

Shahed University is a relatively new system in which the other state-owned universities were modeled. Evidences and studies confirm that phases have been taken to study, analyze and improve the procedures and processes. In this regard, the formation, goals and tasks of the working group on reforming the administrative structure can be pointed out (Shahed University, 2011). In the regulation, agility, fitting out and rationalizing the organization, as well as increasing effectiveness and efficiency as a goal have been raised.

The talent management model is a system for identifying, recruiting, nurturing, upgrading, and retaining the talented individuals to improve the organization's ability and function to meet its goals. In other words, a talent management model is a list of talent management components which helps the managers to identify the right people and to employ them in a suitable job position and ultimately help improve the organization (Soltani, Hojati and Rezaei, 2015).

Examining the documentation and experiences available at the university, confirms the management's commitment to continuous attention to talent management and the lack of a talent management model for this university. One of the major challenges in managing human resources at the university is organizational talent management to ensure that suitable people, at the right time are at the service of the organization. In fact, it is always one of the problems in organizational HRM systems, recruit talent, retaining talent, talent leadership, talent discovery and talent succession. This makes it important to transform human resources into human capital in organizations and this has been a serious issue for university management. The research problem has been how to design a suitable model for talent management of Shahed University staff.

Research Questions: What is the proper model of talent management for Shahed University staff? Sub-questions: 1- What are the dimensions of the talent management model of Shahed University staff? 2- What are the components of the talent management model of Shahed University staff? 3- What are the indices of each talent management model component of Shahed University staff? 4- How to prioritize the components and indices of the talent management model of Shahed University staff?

3. Methodology

The statistical population of this study was academic specialists in the field of talent management; 30 talent management specialists were selected using the targeted snowball sampling. In this research, the data was collected through a semi-structured interview with 30 specialists. Theoretical sampling continued until the categories arrived at the theoretical saturation (The purpose of the theoretical saturation is when no new data related to a category is obtained. The category is well-developed in terms of features and dimensions and the relationships between the categories are well-defined and proven to be credible).

The method of present study is applied in terms of goal, since the researcher intends to develop applied knowledge in a specific field called "learning organization"; it is qualitative in terms of data, and foundation data in terms of the nature and type of study which emphasizes the production, reflection and validation of a theory. A native endemic model is presented through interviews and finally, using an interpretive theory.

This article aims to find effective indices on the presentation of the talent management model. First, after reviewing related resources, talent management codes have been extracted using the "content analysis" method. Here is how to use Delphi method to refine these codes and get closer to the research goals. Since the goal of the research is to provide a talent management model, indices are referred to as talent management indices. Therefore, the indices of talent management are qualitative which first, they refer to the concept of management in human resources and talent management and secondly, they represent the upgrade of the management level in the corporate domain. Therefore, the purpose of this paper is to achieve a model of indices that serves as a conceptual framework in management plans and programs in order to improve the level of talent management for designers and planners.

Choosing a circle of owners is a very important part of Delphi method. The group's awareness of the subject matter is a good guarantee for the high quality of Delphi's results. Therefore, the loop of Delphi members is chosen in the research based on specialists, not based on the random selection process. The researcher selects the Delphi loop based on their knowledge of the topic in question. Accordingly, in this study, a list of university professors who were in the field of human resource management and talent management, were selected. After informing about the subject of the research and its process, thirty ones of the list provided the investigator with the time to conduct the interview.

The Delphi method is used when the consensus of a specialist group is explored on a particular topic. This methodology is a structured process for collecting and classifying knowledge in a group of specialists through interviewing and distributing questionnaires among the individuals and the controlled feedback of responses and received comments. According to Helmer (1997), Delphi is a useful communication tool among a group of specialists that facilitates the formulation of members' votes. Baldwin (1975) believes that in the conditions of inadequacy of scientific knowledge available to decision-makers, they are bound to make a decision based on their direct perceptions or the opinions of specialists (Sarmad, Bazargan, Hejazi, 2016; 297).

The Delphi technique provides a good way for professionals to reach consensus without interaction. When it comes to know the opinion of a group of specialists, there is no need for them to gather in a meeting, you can use Delphi method (Stone Fish & Busby, 2005).

Hsu & Sandford (2007) in their paper on the Delphi method, while collecting the views of the pundits about the process of using this method, think about in three or four phases. In the first phase, Delphi process begins with a questionnaire or open interview. In this open interview, the underlying foundations for reviewing literature on the subject matter are considered.

After collecting the responses, the researcher should prepare a packet questionnaire based on the information received from this phase. At the second phase, each participant receives a packet questionnaire in this way, in which the basic points are summarized from the first phase. At this phase, participants must prioritize and grade the dimensions of the topic under discussion. At the end of the second phase, the points

of disagreement among the specialists will be revealed. At this phase, consensus begins to emerge, and one can share the responses of the participants. In the third phase, each panel member will receive a questionnaire again in which the summary of the previous phase is presented. At this phase, they are required to revisit their judgment on the issues addressed or to state their reasons for disagreements. This phase gives the panel members the opportunity to clearly disclose their information and judgment on the topics discussed. However, as expected, a slight increase in consensus is expected.

In the fourth and usually the last phase, a list of consensus cases and disagreements are provided to panel members. This phase is the last opportunity for panel members to re-view their views and judgement. The number of repetitions and phases in Delphi method can vary from three to five phases, depending on the degree of the members' agreement (Stone Fish & Busby, 2005)

The following table summarizes the key points of using Delphi method.

Table 2. Key points of Delphi method(Hsu & Sandford, 2007)

A summary of the key points of Delphi method	
advantages	Utilizing the opinions of specialists in the field of the subject using the reflection and review process in order to get a more precise result
Number of people required to form the panel	10 to 15 people
Required time	At least 45 days
Number of phases to repeat an interview or question	Three to four phases (interviews and questionnaires)
level of agreement required for the outcome	Between 70 and 80 percent (score above 3 from Likert scale)

4. Findings

The first finding of this study indicates the optimal talent management model for Shahed University staff. In the first phase, a semi-structured interview was arranged. In these interviews, the researcher tried to first consider the approach and view of specialists to the topic of "talent management"; its relation with the learning organizations (universities) was investigated and identified the most important factors influencing the talent management, then the findings from the review of the sources were shared with them and the views were asked. In these talks, it was also attempted to find out the level of researchers' agreement on the talent management and its difference with the global approach. At this phase, the conversation was conducted with a thirty-one specialists circle, a summary of key points is presented in table 3.

Table 3. Key points derived from interview with specialists in the first phase of Delphi method

Specialist	Keywords for Talent Management Concept	Effective factors in the field of organization
1	Identification and selection assessment and measurement	Regular planning to identify in-campus talent Regular planning to identify top-notch and innovative talents outside of the university
2	ID Selection performance assessment job path management Succession	Detecting capable staffs good for occupational characteristics and upgrading or relocating them The existence of a written and transparent organizational structure of all levels Use of scientific and practical policies and processes based on university requirements
3	Organizational Commitment Succession Employment	Retaining the management team to continuously implement the talent management process Creating a culture of job stability and security among staffs
4	Identification and selection Training retaining and adapt	Reliability of staff retention program Create a friendly, respectful and collaborative atmosphere among staffs Deserve-centered of the compensation and rewards system Matching the people skills with current and future needs of the organization
5	Adaptation Retaining relations management Succession	Taking training classes to enhance staff abilities The opportunities for personal growth and career development Applying tools such as written exam, scientific-specialized interview etc. for selecting individuals
6	ID Retaining Job Path Management	Creating an opportunity to participate in decision making on issues the of work Planning for a performance assessment system
7	Training and learning Development Succession	Integrating and matching talent management system with organizational strategy
8	Training and learning Organizational Commitment	Establish regular meetings with staff to plan and develop a career path Belief in university existential philosophy
9	Job Path Management	Having a career path of higher professionalism and competence
10	relations management Development	Transparency and clarity of goals and process of substitution for staff Job rotation among staffs to improve competencies and skills Accept the values and attitudes governing the university

After performing the first phase and analyzing the content of the interviews, the effective indices on talent management, or so-called open codes, were extracted from the viewpoint of these thirty specialists. These codes, in line with the source codes, were reviewed; the common codes were deleted and finally, 107 codes were identified as open-source codes effective on the talent management model. These 107 codes in the second phase of the Delphi technique, according to the researcher and supervisors' view are categorized into five topics categories which include: recruit, retaining, training and development, performance management and excellence.

Recruit: Includes the indices of identification, selection and employment. Retaining: Includes the indicators of retaining, adaption and the relationship management. Training and development: Includes the training and learning, and the development. Performance management: Includes the indices of measurement and performance assessment. Excellence: Includes the indices of succession and organizational commitment

C) Determine the credibility of the talent management model: Then, 107 codes passed through from the perspective of the circle of thirty specialists in the form of the close-ended questionnaire with five-degree response of Likert spectrum. Data from this phase is also collected as a score for each code; score 5 is considered for the total agreement and score 1 for each specialist's total disagreement.

At the beginning of the questionnaire, the proposal to categorize these 107 indices in the five categories was considered by specialists. Some did not comment on the agreement or disagreement with this model, and some announced their agreement with the entirety of this categorization in order to achieve the final model. with calculating the content validity relative coefficient (CVR), the questions that the calculated CVR value for them are less than the desired level according to the number of assessors, should be excluded from the test because they do not have acceptable content validity based on content validity index. Seif (2010) states that appropriately with the number of specialists, at least CVR should be considered. Therefore, considering the benefit of thirty specialists in evaluating the content validity of the talent management test, the minimum CVR value is 0.49. In this research, after collecting the data and analyzing them, the content validity of each questionnaire was obtained. Four items of the numbers 3, 5, 14, 18, 76, 93 had no acceptable validity and 101 indices had acceptable validity and were above 0.49. At the end of this phase, removal of 6 items from 107 items was approved as a talent management model questionnaire and as a basis of the talent management model questionnaire. In the table below, the content validity relative coefficient for each of the components and dimensions of the talent management model was also obtained. The results are as follows:

Table 4. content validity relative coefficient to the items of questionnaire in the second phase of Delphi method

dimension	content validity relative coefficient	components	content validity relative coefficient
Recruit	0.92	identification	0.95
		selection	0.91
		employment	0.90
Retaining up	0.91	Retaining up	0.91
		adaption	0.87
		Relations management	0.87
Training and development	0.90	Training and learning	0.94
		development	0.92
Performance management	0.91	evaluating and measuring	0.89
		performance assessment	0.93
		Job Path Management	0.90
excellence	0.93	Succession	0.89
		Organizational commitment	0.95

After collecting data in the second phase of Delphi method, at first, the simplest method i.e. the sum of the scores and their mean, was used in order to find the level of agreement of specialists with each index. Table 5 presents the sum and the average scores for each index as well as for each category.

Table 5. Dimensions and components obtained at the axial coding phase

category	index	Sum of scores	mean	Mean of category
recruit	identification	29	4.14	4.15
	Selection	26	4.3	
	employment	20	4	
retaining	Retaining	44	4.4	4.17
	Adoption	29	4.1	

	Relations management	24	4	
Training and development	Training and learning	35	3.9	3.8
	Development	22	3.7	
Performance management	evaluating and measuring	26	4.3	4.2
	performance assessment	41	4.1	
excellence	Job Path Management	67	4.5	4.4
	Succession	41	4.6	
	Organizational Commitment	44	4	

As expected and also seen in table 5, the findings from the frequency are more accurate with the help of the central index of mean scores. As presented in the table, the category of excellence, including the indices of succession and organizational commitment, have the highest score and the mean; and then, the categories of "recruit", "retaining", "performance management" and "training and development" are respectively important in enhancing the talent management model by specialists' view. Professionals are important. Finally, in figure 2, an optimal talent management model is presented.

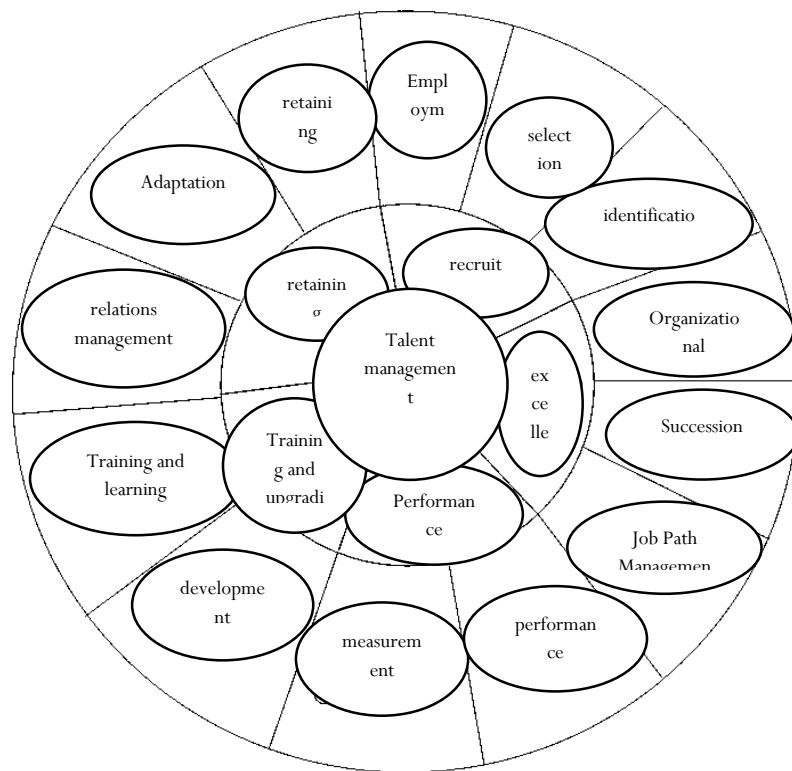


Fig. 2. Talent Management Model Framework

5. Discussion

The results of the talent management model presented on the basis of Delphi technique and the calculation of the relative coefficient of content validity is the same with the one presented by Armstrong (2014), which includes (absorption, retaining, motivation and development) in two dimensions of attract and retaining. Also, the model presented by Shay Man (2013), titled "The talent lifecycle model including the training, in-service, development, management, training, and talent development" is consistent with the findings of the present study in terms of training and development and management.

Phillips and Rapper (2009) model, which includes the dimensions of absorption, selection, engagement, refinement, and maintenance is in line with the present research model in three dimensions of absorption, maintenance, refinement. Rezaei and Gorgji (2013) named the dimensions of talent management as the recruit of talent, identification of talent, creation of positive relationships and the development of talent as a component of talent ideology and dimensions of talent retaining, employment talent and talent functional capability as a component of talent strategy which are in accordance with dimensions of talent management model in this research.

The second finding of the research indicates that the proposed model for Shahed University staff consists of 5 dimensions, which includes the dimensions of recruit, retaining, training and development, performance management and excellence can be as a moderator for university officials.

Using the developed model allows the officials to create a coherent framework for the discovery, development, manage and preserve the human capital of their organization. Also, the talent management model presented in this study is in line with the models presented by the other researches such as Riftman and Simeon (2013); Wallis, Andréil and McNamara (2010); Mangasheu et al. (2015); Tahmasebi, Gilipour, Vujavarizadeh (2012); Afjeh and Ghafari (2013); Khalavandi and Abbaspour (2013); Seyyedi and Hossein Mardi (2012); Sayadi, Mohammadi and Nikpour (2012); Khayefollahi et al. (2013) Nopasand Asil, Malak Akhlag and Ashegh Hosseini Mehravani (2013).

The third finding of the present study showed that the constructive components of the model were 13 items which included 3 components (identification, selection and employment) for recruit dimension, (retaining, adaptation, relationship management) for retaining of three components, training and upgrading with two components (training and learning, development), performance management with two components (performance assessment and measurement), excellence with three components (job path management, successor, organizational commitment) which are in accordance with the finding of the models presented by Rezaei and Gorgji (2013), Sanjari, Alizadeh and Dehwahi (2013), Nopasand Asil and Ashegh Hosseini Mehravani (2014), Shafieyan (2014), Pasandideh, Ahmadi and Esmailipour (2015), Arab Pour and Nikpour (2015), Hosseinpour, Manteghi and Malek Mohammadi (2015), Rahimi and Pazireh (2016), Mahmoudi and Dehkordi (2016).

The fourth finding of the present study shows that the components of the model are composed of 101 indices. Today talent management is critical to universities because the world is in competition and today's organizations need to creative, flexible and responsive forces. on the other hand, the identification, recruit and retaining of these elites in the organization has become much more difficult than the past and it needs to align its human resources management with today's norms. Obviously, the design of this model could pave the way for moving to the desired position of talent management, and through this model, every university and trainingal environment can be guided by human resources in the direction of mission, vision, strategic strategies and macro goals and ensure that the right people, at the right time are at the service of the organization.

In fact, it is always one of the problems in organizational HRM systems is recruit the talent, retaining talent, talent leadership, talent discovery and talent succession. The employment of this model, its dimensions, its components and indices, enhances the universities of the country to manage its human

resources and as a compass, it changes the scientific movement from day to day planning and improves the quality of the university. There are limitations in this research including its quality, and it is generally suggested that this research be conducted in a form of mixed research

References

- Afjeh A A, Saleh Ghaffari A. (2013). Effective Factors on Maintenance and Disconnection of Knowledge-Based Workers. Case Study: Tehran University Jihad, Culture Strategy, No. 21
- Ajehie J, Khodapanahi M K, Fathi Ashtiani A, Sabeti A, Ghanbari S, Seyyed Mousavi P. (2009). Interpersonal interaction and interpersonal styles in job performance. *Journal of Behavioral Sciences*
- Armstrong M. (2014). *Armstrong'S Handbook of Human resource management practice*. Thirteenth edition. Printed and bound in Great Britain by Cambridge University Press.
- Dulan S, El W, Randall S. (2009). *Human Resources Management, Translation: Mohammad Ali Toosi, Publishing: Higher Training and Research Management and Planning Institute.*
- Hosseinpour D, Manteghi M, Malek Mohammadi S. (2015). Investigating the role of talent management in the development of intellectual capital of the organization (Case study: Iran-Pan's Helicopter Support and Modernization Organization), *Scientific-Research Journal of Innovative Management*, 4th issue. pp: 118-97
- Hsu, Chia-Chien, Brian A S. (2007). The Delphi Technique: Making Sense of Consensus. *Practical Assessment, Research & Evalua*
- Khafollahi A A, Danaiefard H, Azar A, Bohrani A, Alizadeh A A. (2013). Talent Management: Explaining the Role of Leadership, *Quarterly Journal of Human Resources Management in the Oil Industry*, 6th issue, No. 23. pp: 118-99.
- Khalvandi F, Abbaspour A. (2013). Design of Talent Management Optimization Model, Case Study of Pars Oil and Gas Company, *Public Administration Research*, issue 6, No. 19. pp: 103-108.
- khoshshidi A, Hojati A, Rezaei Kh. (2015). *Talent Management*, Noor-e Elm Publishing, First Edition.
- Mahmoudi M T, Nikpour Dehkordi A. (2016). Investigating the relationship between talent management and staff performance. *Management Studies and Entrepreneurship*, Volume 2, Issue 1, pp: 1-12.
- Mumbini Dehkordi A, Tahmasb Kazemi B. (2013). Talent Strategic Management, An Investigation of Approaches, Issues and Components. *Humanities and Cultural Studies Institute, Comprehensive Humanities Portal, Culture Strategy*, No. 22.
- Nopasand Asil M, Ashegh Hosseini Mehravani M. (2014). The Effect of Talent Management Processes on Service Quality and Innovation of Staffs, *Journal of Management Studies (Development and Evolution)*, 2003, No. 75.
- Pasandideh E, Ahmadi P, Ismailpour R. (2015). Designing a talent management model in Gilan Province Industry, Mining and Trade Organization, *International Conference on Management, Culture and Economic Development*, May 31.
- Phillips D R, Roper K O. (2009). A framework for talent management in real estate. *Journal of Corporate Real Estate*, 11(1), 7–16.
- Rahimi G, Pazireh T. (2016). The Effect of Talent Management on Staffs' Performance (case Study: Staffs of Social Security Offices of Southern West Azarbaijan Province) *Management Studies and Entrepreneurship Studies*, Vol 2, Issue 1, Pages 134 - 140.
- Rezaei A, Ghorji M B. (2013). Presentation of Talent Management Model, 2nd National Conference on Modern Management Sciences, Golestan Province, Gorgan.
- Rezaei A, Gorji M B. (2013). Presentation of Talent Management Model, 2nd National Conference on Modern Management Sciences, Golestan Province, Gorgan.
- Sanjari A R, Alizadeh A A, Jokkaradooei M. (2013). Investigating the relationship between talent management and promotion of the elite staffs of National Iranian Oil Products Distribution Organization, *Journal of Management and Human Resources in Oil Industry*, 6th issue. No. 22, pp: 9-30.
- Sarmad Z, Bazargan A, Hejazi E. (2016). *Research Methods in Behavioral Sciences*, Aqah Publications, Tehran.
- Sayadi S, Mohammadi M, Nikpour A. (2012). The Relationship between Talent Management and Staff Job Satisfaction in the Central Headquarters of the Social Security Fund. *The Journal of Management Development Process*, Volume 25, Issue 2, Year 80.
- Schiemann W A. (2013). From talent management to talent optimization. *Journal of World Business* <http://dx.doi.org/10.1016/j.jwb.2013.11.012>
- Seyyedi A H, Mardi H. (2012). Talent Management in Human Resource Development Processes, Social, Economic, Scientific and Cultural Monthly Work and Society, No. 149, pp: 13-18.
- Shahed University. (2011). Working Group on Structural and Process Reform, Vice Dean for Training and Graduate Studies.
- Stone Fish L, Busby D. (2005). The Delphi Method. In D. Sprenkle & F. Piercy (Eds.) *Research Methods in Family Therapy* (2nd Ed., pp.238–253). New York: Guilford Press.
- Tahmasebi R, Gholipour A, Javaherizadeh E. (2012). Talent Management: Identifying and ranking the factors affecting the absorption and maintenance of scientific talents, *Public Management Research*, Vol. 5, No. 17, pp: 5 -17
- Wallis Shannon, Underhill Briano, Mcnamara carter. (2010). *Microsoft Corporation In Marshall Goldsmith and Louis Carter (eds): Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent*. John Wiley & Sons, Inc.