

# Designing a talent management model for the General Directorate of Sports and Youth of Fars Province with a data theory approach

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**Abstract---** *The purpose of this study was to identify and develop a talent management model of the General Directorate of Sports and Youth of Fars Province. The research method is qualitative and based on data theory with a systematic approach. The statistical population of this study included experts, professors and researchers in the field of sports management, managers, heads of sports delegations, staff and employees of sports and youth departments in Fars province. Using purposive sampling, 14 semi-structured individual interviews were conducted. Data analysis was performed using the systematic method of Strauss and Corbin, including three-step open, axial and selective coding, which resulted in a total of eighty initial codes; Then, similar codes were reduced to twenty-two sub-categories, and finally, based on the secondary open codes, seven main categories including human factors, organizational factors, organizational strategy and conditions and facilities, human resource management, organizational performance, and employee performance were identified. According to the results of the study, it can be said that managers can prevent talent migration and waste of costs by focusing on the talent management process and using proper human resource management strategies, and improve employee performance and increase organizational productivity and promote sports in Fars province.*

**Keywords---** *template, Talent Management, Foundation Data Theory.*

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## I. INTRODUCTION

In the age of globalization and increasing technology, human capital is the most important asset of organizations (1) and the only factor in achieving a sustainable competitive advantage (19) and not only financial and technological resources are not only the advantage of organizations but also having talented and capable people. Compensate for the lack or deficiency of other resources (23). On the other hand, adaptation to changes and environmental conditions is one of the most important factors to maintain the existence of organizations (9) In the current competitive situation and in an environment where continuous change and continuous innovation is the main feature, only successful organizations achieve excellence. They will be able to understand the strategic role of their human resources and have skilled, knowledge-based, competent, elite and capable human resources (3). Having strong and capable people is one of the main demands and desires of any organization; Because the success of the organization depends on the presence of such people. At the same time, maintaining these people is another major concern of organizations. Organizations that can not design appropriate mechanisms and measures for the retention of their talents, must necessarily watch their exit (6).

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The talent management process is the application of a set of integrated activities to ensure that the organization recruits, retains, motivates, and develops the forces it needs now and in the future (8) and assures organizations that qualified individuals With the right skills and in the right job position, over the past decade there has been a great deal of debate in the field of talent management over terms such as the definition of the concept of talent, the characteristics of talent, the models of talent management and the talent management process globally. Continues (4); From Armstrong's point of view, talent management is a series of integrated activities to ensure that the organization recruits, retains, motivates and develops talented employees needed now and in the future (3). Talent management includes a coherent set of processes to attract, retain and improve the best people (13). Talent management, as activities and processes that include the systematic identification of key occupations that help the organization achieve sustainable competitive advantage, the development of a talent pool by potential employees and the filling of these roles by talents, and the development of a human resource structure to facilitate filling These jobs are by qualified people and ensuring their commitment to the organization; Is defined. In this regard, it is important to note that key occupations are not necessarily limited to the senior management team and that key occupations also involve lower levels (6).

There still seems to be a lack of clarity and consensus on the definitions and practices of talent management in academic discourse. The issue of application and adequacy of current concepts and procedures of talent management is rooted in the type of organization (private, public, non-profit), organization size (small, medium, large), multinationality, geographical area, industry and profession (22). Experimental activities in the field of talent management also show that organizations in the implementation of this process, sometimes pay attention to one or two dimensions more than other dimensions. There are also organizations that have succeeded in developing an integrated system of talent management in this effort (24).

The Ministry of Sports and Youth is the main custodian of the country's sports, and the general departments of sports and youth of the provinces also operate under the supervision of this ministry at the provincial level. This organization is the highest authority for dealing with issues related to sports and youth in the country (1); Sports and youth departments at the provincial level are among the organizations that have a very valuable role in the country's sports, and improving the performance of these departments will lead to the further development of the country's sports; One of the most important pillars on which the development of organizations as well as sports and youth departments depends, is human resources and the talent management process in these departments. Today, the phenomenon of talent management is not a subject that has been carefully scrutinized; There is limited research on the nature, application of talent and talent management strategies in organizational activities and the issues arising from it. Most of this research has been done in non-sports organizations, including Crane et al. (2018). And introduced development, performance management and compensation, teamwork, knowledge sharing, organizational culture and work participation as dimensions of global talent management (7), the results of Mirza Hakim and Poursaid (2018) showed that there is a direct relationship between talent management and organizational effectiveness And there is meaning (12). Sobhani (2015) also identified and approved the factors of talent identification and recruitment, recruitment and use of talent, development and improvement of talent and retention of talents as components of the talent management process by formulating a talent management model in agricultural higher education system (22).

It seems that the overall performance of sports in Fars province in some areas in recent years, especially in the field of championship sports, in addition to lack of growth and promotion, has been declining, for example after a period of several years that Fars province in the league Premier Football has two representatives, but for several years in a row that no representative has been in this position, in the meantime, it seems that due to the existing potentials in the province, especially the potential of human resources, study and facilitate and provide a model. Native in talent management can

realize part of the potential of the community and the province's sports organization. Given the current situation, the lack of a written program to manage the existing talents and talents required.

### **Research background**

Talent management is a process that emerged in the 1990s and continues to evolve. In 1997, the term talent war was first coined by Mackenzie Consulting. A Mackenzie study found that organizations that are more successful at attracting, developing, and retaining talented executives are more profitable. This has changed the attitude towards talented people for organizations and they are seen as a source of competitive advantage (Guy et al., 2009). Earlier in 1996, Tolgan, in his book *Generation X Management*, argued that Generation X talents (born after World War II) and their willingness to challenge employment activity had led to a revolution in these activities. A revolution that is talented. In such circumstances, the concept of permanent employment in an organization is rapidly diminishing (Wright Card, 2008). In the 1960s and 1970s, talent management was assigned to the personnel department as an ancillary responsibility, while today talent management as an organizational task is the responsibility of all departments, much more seriously than in the past. Has been located (Tajati al-Din and Ma'ali Tafti, 2008). Awareness of the fact that the leaders of the organizations know that it is the talents and abilities of their employees that lead their business to success, companies have decided to take action in the field of talent management and to Keep employees working to their full potential. Talent management is generally referred to as the latest wave in the field of human resource management (Guy et al., 2009).

## **II. RESEARCH METHODS**

This research is considered as a qualitative research according to the applied purpose and in terms of collection method, which was done using the data theory strategy method. Reviewing the history of data foundation theory, we are faced with three main approaches including the systematic approach (Strauss and Corbin), the emergent approach (Glaser) and the constructivist approach (Charmaz) in the information analysis process. In this research, a systematic approach was used.

The statistical population of the study included experts, professors and researchers in the field of sports management and talent management, heads of sports and youth departments, employees of sports and youth departments and heads of sports delegations in Fars province. Sampling was done purposefully using snowball method. And continued until the theoretical saturation of the data. In this study, 14 semi-structured face-to-face interviews with experts as a statistical sample (five professors and researchers of sports management, four heads of sports and youth departments in Fars province, four heads of sports boards and two employees of the General Directorate of Sports and Youth) To identify the factors affecting the talent management process of the General Directorate of Sports and Youth of Fars Province, which was repeated from the eleventh interview onwards, the information received was repeated; But for more reassurance, it continued until interview 14.

Data collection tools in this study included semi-structured individual interviews that the three-step open, axial and selective coding method of Strauss and Corbin was used to analyze the interviews. In order to validate the research results, Lincoln and GABA (1985) evaluation criteria including validity, generalizability and reliability, which are considered as reliability criteria for qualitative research, were considered (Gholipour, 2017). To assess reliability, all interviews were conducted as standard with open-ended answers and the same for all participants. The validity of the findings was improved by using and assisting from various other sources such as library resources and multiple and detailed reviews, and by reviewing the transcripts of the interviews several times, the coherence of the participants' responses was assessed; Also, to evaluate the reliability of the coding of the interviews, the intra-thematic reliability method was used. For this

purpose, a PhD student in sports management with a background in qualitative work was asked to participate in the research as a colleague. The percentage of intra-subject agreement was calculated using the following formula and the results were reported in Table 1. As the data in the table show, the total reliability between the two encoders is equal to 80%, and considering that the reliability is more than 60%, the reliability of the encoders was confirmed.

$$100 * (\text{total number of codes} / 2 * \text{number of agreements}) = \text{reliability}$$

**Table 1-** Results of the reliability of the interview coding results

Interview title	Total codes	Number of agreements	Number of disagreements	Reliability percentage
Mo9	37	15	7	81
Mo5	32	12	8	75
Mo3	41	17	7	83
total	110	44	22	80

### III. FINDINGS

In this study, in order to analyze the data obtained from the interviews, a three-step process of open, central and selective coding was used. After conducting each interview in the first stage of coding, the data collected in the interviews were written down on paper, then open source code and concepts were created by line-by-line analysis. These concepts were taken from the writings and in some cases the same, which produced a total of about eighty initial codes from a total of 14 interviews; Then, due to the multiplicity of similar codes, they were classified based on conceptual and semantic similarity and placed in their own group and reduced to 22 sub-categories, which finally, based on the secondary open codes, seven main categories were created. The steps of open coding and formation of the main categories of research are reported in Tables 2.

**Table 2-** Categories derived from open coding

Basic open source code (concepts)	Secondary open source code	The main category
Satisfaction with monthly salary - Satisfaction with job benefits - Timely payment of salaries and benefits - Use of incentives and intangible rewards - Adequate annual leave	Service compensation system	Human Factors
Providing conditions for career advancement in the organization - Providing infrastructure and job facilities - Equal job opportunities with level employees	Career Opportunities	
Proportion of abilities and tasks - Using employees in the right position - Using tricks such as telecommuting and working at home	Proportion of ability and job	
Physical conditions and facilities of the organization - Cleanliness and tidiness of the work environment - Proportion of work space to the number of employees - Location of the Sports and Youth Office	Organizational environment	organization Factors
Ease of access to top managers - Ease of communication with outside the organization - Intimate communication between employees and management and vice versa	Corporate Communications	
Management believes in participatory decision-making - Management Criticism - Using team and team leadership	Type of management	
Political game and management change - short management periods - managers do not adhere to previous management plans	Political barriers	Terms and facilities of the organization
Conditions and financial ability of the organization to attract new staff - financial support of the Ministry of the organization - revenue generation and self-sufficiency of the organization	Financial conditions of the organization	
Existence of flexible rules and regulations for talent management at the top management level and the Ministry - Delegation of authority to sports and youth departments in the field of talent management - Independence and decision-making of the organization	Legal restrictions	
Clear definition of the concept of talent in the organization -	Conceptualizing talent	Organization strategy

Prioritization of sports and youth careers - Identification of performance appraisal indicators		
Formulation of the organization's policy based on foresight - belief in cultivating professional and committed people - alignment with the vision of the upstream organization	Organizational perspective	
Positive attitude of managers towards the future of youth and sports activities - Belief and commitment to team participation and team leadership	Attitudes of managers	
Identification of elite physical education graduates - Determining general and specialized criteria for evaluating talented people - Reviewing scientific and sports records - Call for public recruitment	Identification and absorption	
Identifying strengths and weaknesses upon arrival - Matching the job with the abilities - Explaining and getting acquainted with the criteria of job duties - Holding an introduction session and getting acquainted with the environment of the organization and colleagues	Recruitment and employment	
Ease of communication with senior managers and freedom of expression - Respect, encouragement and introduction of talented people by management - Provide appropriate facilities and facilities for employees and families - Insurance and appropriate medical facilities	maintenance	Human resources management
Providing conditions for continuing education during service - Regularly holding workshops and skills development courses - Promotion based on meritocracy - Career rotation	Development and improvement	
The attractiveness of working in a sports environment - the value of working for young people - the satisfaction of spiritual and material rewards	Job Satisfaction	
Serving the community - Helping to improve the knowledge of colleagues - Participating in charitable work outside the organization	Transparent behavior	Employee performance
Influence on others - sense of cooperation - establishing relationships - trying to achieve the goals of the organization - teamwork	Job motivation	
Achieving goals with available facilities - Purposeful evaluation of activities - Identifying the weaknesses of the organization - Identifying growth opportunities - Transforming the organization into a learning and knowledge-based organization	Sustainable competitive advantage	
Sensitivity to the results of the organization - Knowing the organization as self-representative - Increasing the sense of responsibility - Increasing work conscience	Organizational Commitment	Organizational Performance
Providing expert staff - not leaving key positions vacant - wanting to stay - preventing migration - creating a talent treasury	Succession and talent retention	

After open coding and when the categories were formed in the second stage of using the data foundation method, axial coding was performed which aims to establish the relationship between the concepts produced in the open coding stage and focuses on defining a category as the central category and Then other categories are related to it as sub-categories (Gholipour Soteh et al., 2017). This was done by using a paradigm model and identifying causal factors, central phenomena, context or underlying factors, intervening factors, strategies and consequences from the identified categories, the results of which are shown in Figure 1.

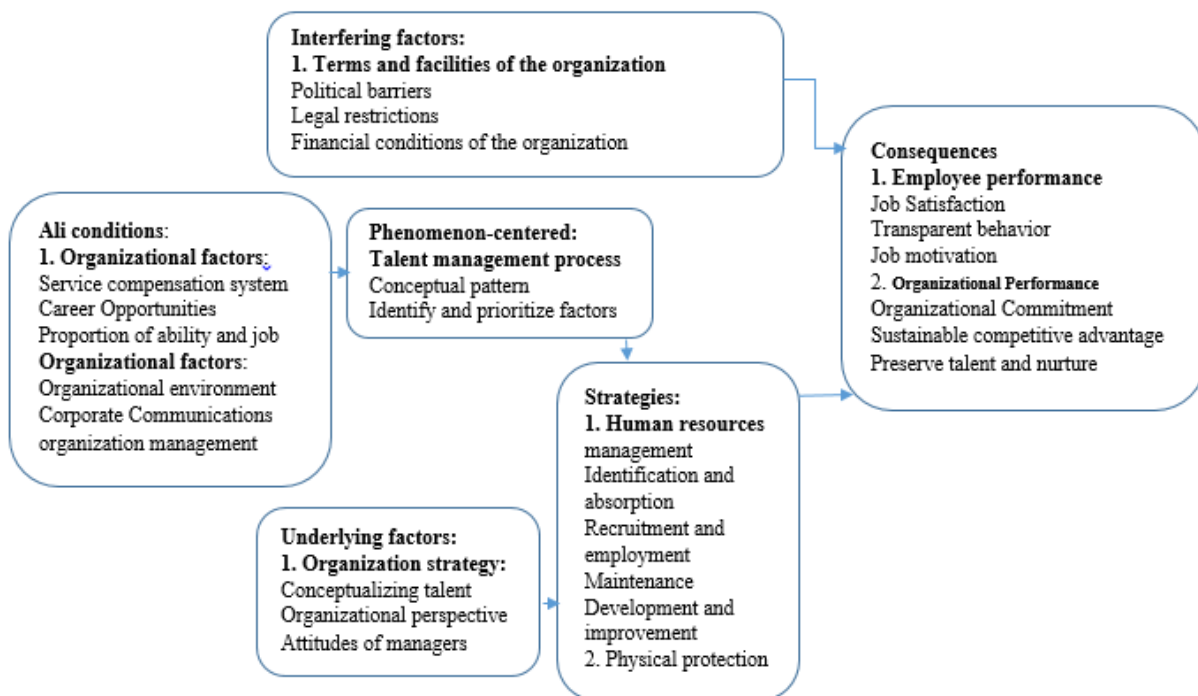


Figure 1- Paradigm model of the talent management process

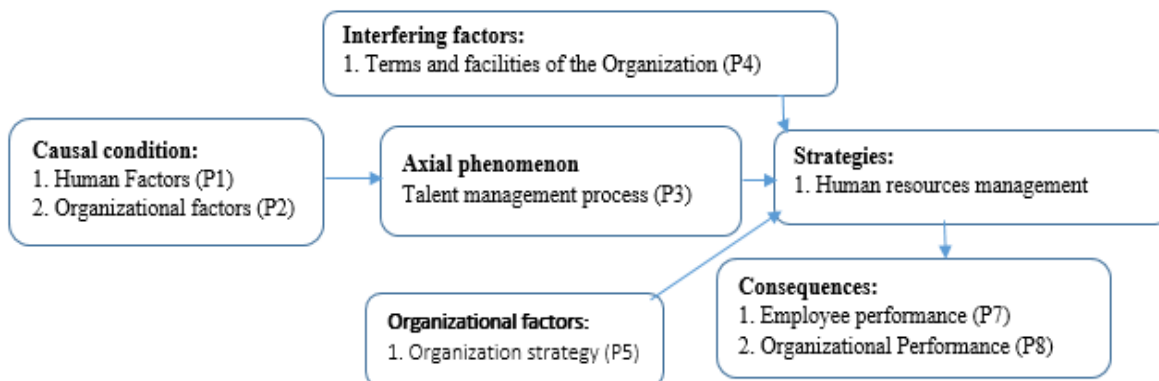


Figure 2-The final pattern of the talent management process

#### Assumptions:

(P1, P2): Attention to human and organizational factors is one of the reasons for the importance of talent management process design in the organization.

(P3): The success of the organization in today's competitive environment depends on attracting and retaining talented employees.

(P4): Considering the conditions and facilities of the organization is necessary to achieve the talent management process.

(P5): The talent management process should be based on the existing strategies of the organization.

(P6): Using proper human resource management can make a big difference in talent management.

(P7): Improving employee performance is one of the results of talent management.

(P8): Correct fulfillment of assumptions can increase productivity and efficiency in the management of sports and youth.

#### IV. DISCUSSION AND CONCLUSION

Having talented, strong and capable people is one of the main desires and desires of any organization; Because the success of today's organizations is highly dependent on the presence of such people in the organization; At the same time, retaining these people, which is considered as talent for the organization, is one of the most important concerns for organizations. Organizations that cannot design appropriate mechanisms and measures for the retention of their talents, must inevitably watch their exit (6). In this research, using the data theory of the foundation, an attempt was made to develop a model of the talent management process in the Sports and Youth Administration of Fars Province; Based on this, the final model with seven main categories was extracted. In this model, the talent management process was selected as the main category and pivotal phenomenon, which as a dependent variable is influenced by various factors such as human factors, organizational factors, organizational strategy and organizational conditions and facilities. One of the factors that affects the central phenomenon is causal conditions, these conditions with a set of classes and their characteristics cause the formation of a central phenomenon or class; In this study, the component of human factors was identified as one of the causal factors affecting the talent management process, which itself includes such things as compensation system, job opportunities and the proportion of ability and job. Management's belief in this factor is certainly important in increasing or decreasing productivity (21). Human resource management depends on achieving mutual commitment and fulfillment. This means that all stakeholders must be involved in the goals of the organization's strategic management resources; Although there is a possibility of any difference of taste in the opinions of employees and managers, but paying attention to the practical suggestions of employees and their participation in decision-making will lead to motivation and trust in the workforce, which in turn will be effective in promoting and succeeding the organization. ); Therefore, the attitude of managers in the Department of Sports and Youth towards human resources and attention to their issues and problems, including employee satisfaction with salaries and benefits, providing opportunities and progress for them equally and also expecting efforts to achieve the goals of the organization Proportionate to their abilities can be the basis for achieving the ultimate goals of the organization. Another factor that was identified as a causal condition was organizational factors that affected the talent management process in the form of three key components of organizational environment, organizational communication and organizational management. Organizational factors in this study refer to the cases that the Ministry of Sports and Youth and their departments and subdivisions in the provinces and cities must provide the staff for the proper implementation of the developed programs or provide them with the opportunity to achieve it, including Providing a pleasant, calm and worry-free environment for employees as the basic needs of an organization, the possibility of establishing easy and two-way communication between managers and employees, as well as criticism and listening to employees' words by managers, the results of the study In this section, it is consistent with the results of Ahmadi et al. (2017), Aghaei (2018), Sobhani (2018) and Tanisen (2013) (1, 22, 24). Ahmadi et al. (2017), based on the results of research, divided the factors affecting talent retention into two categories of organizational and occupational factors, which were identified as providing organizational opportunities for growth and prosperity, organizational culture and appreciation of employee anxiety by the organization (organizational factors(1). Tannysen et al (2013) also acknowledged the role of managerial and organizational factors on the success and establishment of proper talent management in the organization (24).

In the final model, the category of organizational strategies was recognized as a contextual factor due to the context that it provides to the talent management process, which includes the sub-categories of talent conceptualization, organizational vision and managers' attitudes. Is in the organization; Thus, the conceptualization of talent refers to a clear definition of talent, distinguishing differences, classifying and shaping the concepts of talent in the organization (17). Obviously, in order to publicly accept the talent management process in the Ministry of Sports and Youth, and in

particular the Sports and Youth Administration of Fars Province, it is necessary to institutionalize and conceptualize the foundations of talent development and talent management at all levels of management. Among the solutions suggested by the subjects were a clear definition of the concept of talent in the organization, prioritization of sports and youth careers, and identification of performance appraisal indicators for employees. On the other hand, paying attention to the talent management process will not be without considering the strategy and long-term vision of the organization and basically any kind of planning in the organization should be in line with other plans and to achieve the goals of the organization within the specified horizon for the organization. It will remain unfinished due to lack of support from the organization and management. Another issue that should be considered as a background condition for talent management is the attitude of managers and the support of top management. Expert studies and experiences show that lack of commitment of top management to change can have devastating effects on the implementation of change, and if there is no support, interest and attachment to change programs will decline, so the beginning of talent management should start with top managers. ; Because they are the ones who give meaning to change. The attitude of the senior management of the organization means continuous support and guidance, which should not be limited to verbal and verbal support. Rather, management must deeply believe that talent can be a source of competitive advantage for the organization. These results are consistent with the researches of Sobhani (2015), successful (2016), altruistic (2012), Hosseini (2011), Armstrong (2009) and Ohli (2007) (22, 13, 15, 10, 3, 16 ). Sobhani (2015) concluded in a study that underlying factors including talent conceptualization, talent repository design, alignment of human resource management strategies with talent management strategies and talent evasion affect talent management in the agricultural higher education system (22).

In the mentioned model, the factor of conditions and facilities of the organization was recognized as the intervening factor. Interfering conditions are structural conditions that facilitate or limit the intervention of other factors. This factor directly affects the talent management process and affects the relationship between causal factors and the central phenomenon. It was the financial organization. In most organizations, as well as sports organizations, the political view and politicization prevent the serious implementation and realization of talent management programs. Frequent changes and short management periods based on political orientation and lack of belief and commitment of subsequent managers to these programs as well as their limited intellectual horizons are always considered an obstacle. On the other hand, one of the most important constraints and obstacles to the implementation of the talent management program and proper management of human resources is legal constraints. Issues related to the recruitment system, payment system, recruitment license are all topics that are seriously discussed in this field. And have placed many constraints on human resource management in the Department of Sports and Youth. Restrictions imposed by law and regulation, along with other challenges, have led provincial sports and youth managers to limit their power and initiative in manpower. Another obstacle to realizing the talent management process is financial constraints and lack of funding, especially for provincial offices, including Fars province. In many of these offices, despite the wide range of duties and responsibilities and the lack of specialized staff, despite the lack of budget and costs to hire new staff. They have to continue the current trend, which of course reduces the efficiency and productivity of the organization, the results in this section are in line with the successful results Sobhani (2018) (22, 18).

Causal factors, influenced by interventionist and contextual conditions, led to the emergence of human resource management strategy, which includes the key components of identifying and absorbing, hiring and using, retaining, maintaining, developing and improving. The first step in the talent management process is to identify talented people from within and attract elites from outside the organization. Employees in organizations have a variety of personality and work characteristics, and it is the task of the organization's management to recognize and manage the abilities and talents and even the weaknesses of employees (2). In this study, the factor of identification and recruitment was identified as one of



the organizational resource management strategies for the talent management process, which includes items such as identifying elite physical education graduates of the province, determining general and specialized criteria for evaluating talented people within the organization, reviewing scientific and sports records of job seekers. And the use of the call was absorbed by the public.

Maintaining was the next factor identified in this regard, individuals are the most valuable assets of the organization. In the case of talented people, it is most important that the organization has a written plan for their maintenance and survival. There are many reasons to retain talent in the organization. First, talented employees are the organization's competitive advantage. Second, if an organization invests its financial resources in the employment, training, and development of human resources, the huge material and spiritual costs that the organization has incurred for talented people will be eliminated with the outflow of talent (18). Other functions of retaining talented employees include a good work environment, equipping employees with the skills needed for the job, facilitating two-way relationships with supervisors and top managers (25), participation in decision-making and commitment of top managers and leaders to career development of talented employees (11).

Ease of communication with superiors and freedom of expression, respect, encouragement and introduction of talented people by management, provision of appropriate facilities and facilities for employees and family, insurance and appropriate medical facilities were recognized as factors in maintaining employees in this study.

The results showed that the strategies of the talent management process have a positive effect on organizational performance; Therefore, in order to promote organizational commitment, organizational maturity, and sustainable competitive advantage, managers first of all strive to formulate principles and strategies for talent management in the Department of Sports and Youth.

-Due to the large number of young and job seekers and educated in higher education in the province and even outside the province, in accordance with the achievements of the present study should be in the formation of talent reservoirs and their optimal use.

- Due to the high material and spiritual cost of the organization from the talents in the organization, in order to prevent the migration of these employees and to prevent their dissatisfaction and reduce their performance, it is suggested that special attention be paid to retaining these employees.

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