PATHOLOGY AND DESIGN OF TALENT MANAGEMENT MODEL

Sohiela DAROUIAN

Ph.D. in Public Administration, Professor in Department of Management, Yadeghar-e-imam-khomeini (Rah) Shahre Ray Branch, Islamic Azad University, Tehran, Iran.

Email: mmirs1397@gmail.com

ABSTRACT

The main goal of this research is the pathology of talent management among university lecturers. University lecturers are importan personrl and humanity for high education system the research method is descriptive-survey method. The statistical population of this study was the teachers of Tehran Azad University with units of 360 people selected by Cochran sampling method. The data collection tool was a researcher-made questionnaire. After confirming its content validity, its reliability was calculated using Cronbach's alpha of 92%. The data analysis method was performed using exploratory factor analysis, confirmatory factor analysis, and structural equation modeling technique (SEM) using LISREL statistical software. The results of this study indicate that based on the evaluation of indicators and talent management dimensionas based on the three-branch pathology model in structural, Content and content dimensions, there is a gap between the optimal situation and the current status of talent management, which at the end of the research is based on the results obtained. Optimal ways of improving talent management in the dimensionas of employment conditions, human capital position, scientific infrastructure, electronic infrastructure and technology, legal and legal framework, cultural conditions, acceptance and support of managers, acceptance and support of instructors by the final model resulting from the results.

Keywords: *Talent Management, Organizational Pathology, Three-Dimensional Model, Structural – Content - Contextual Dimensions*

INTRODUCTION

Today, in the face of rapid and complex changes in all domains, organizations need talent-friendly human resources to adapt to these changes. In traditional view, human capital development was emphasized on the past experiences of individuals. In other words, based on past experiences, people were identified with their educational needs. But in terms of developing their talent on creativity and innovation, staffers are faced with new issues and dynamic environments today. (Philips & Roper, 2009)

The rising employers demand to attract skilled labor and the willingness of employees to win valuable businesses on the other has led to a war and a struggle to be called a war of talent. In this war, successful organizations trying to attract and retain the talents they need to survive by adopting appropriate policies, programs and strategies. To this end, organizations need to know what they need now and in the future in order to identify potential and actual talent among employees, in other words, they can manage talent. (Guy & Sims 2009)

Considering the importance of this issue, in this study, the researcher is seeking to provide a model in the field of talent management at the university, but before presenting the model in the first step, the pathology of the gap between the present and the desired, and then based on the results obtained through The design of the questionnaire was based on theoretical

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literature of elite research and opinion. In the second stage, using the statistical analysis of the distribution of the questionnaire and the analysis and estimation of the model, a desirable model based on cultural and organizational conditions has been addressed.

THEORETICAL FOUNDATIONS

Talent Management

Talented people have the power of self-management and self-control. They are always looking for opportunities around themselves, and by examining their strengths and weaknesses, they can turn the limitations and threats into the environment into opportunity. They go beyond everyday activities. Act and value; therefore, the existence of such employees and their identification and development can be the main priorities of today's organizations. (Battinger, 2007) Recent research has also shown that most companies in the world face the difficulty of not using talent management strategy (Calling & Mellahi, 2010) by using talent management with cultural structures ensures that each employee with special talents and abilities will be placed in an appropriate job and will be able to effectively carry out their talents. Talent management as a management tool will empower managers and flexibility in accordance with the conditions. It is changing the market. (Battinger, 2007)

Organizational Pathology Talent Management

Organizational Pathology is also the process of using the concepts and methods of behavioral sciences to define and describe the status quo of organizations and find ways to increase their effectiveness. "(Ronaldon, 2009). But since the low level of productivity in terms of efficiency and effectiveness, only It is not due to human factor deficiencies, but other factors such as inappropriate organization, weakness of the control system, inappropriate work processes, etc., are also involved in this process, which should be studied, in addition to the concepts and methods of science Behavioral, other concepts and methods of management knowledge, in the context Strategic planning, process reengineering, organizational productivity, etc. The studies (implementation of administrative transformation programs) on the Iranian administrative system show that productivity in government agencies of the country, despite the advent of advanced technology, process Organizational Pathology: Some researchers believe that the phenomenon of organization and management can be categorized into three groups of behavioral, structural and context factors: behavioral factors, all factors related to human resources Which forms the content of the organization, such as: motivation, work spirit and job satisfaction, Structural structure includes a set of regular relationships governing the internal dimensionas of the organization that make up its body, such as: organizational structure, rules and regulations, and ultimately the underlying factors include the environment and external conditions that cause behavioral and structural factors (Mirzai , 2002)

structural dimension: The causes and factors that put organization structures at risk include structural damage. Organizational structures are paths, channels, and containers that flow through organizational processes and operations. The structural branch includes all elements, factors and physical and inhuman conditions of the organization that interconnected with the order,and form the framework and the physical form of the organization.

Content (Behavioral) dimension: As noted, the structure is the essence of organizational activities and movements. The content or materials that are placed under the control of the organization are the same as human behavior. Therefore, the core content of the organization

is human behavior, and human activities and behaviors are also carried out to achieve pre-determined organizational goals, the outcome of human work and energy, and the goals and structures of the organization are crystallized in the core functions of the organization. In identifying behavioral injuries, the focus has to be on functions and functions, and it is necessary to examine those factors that disrupt organizational functions or deviance human performance from the normal state and damage their effectiveness so much that they are in crisis. The organization generally avoids healthy growth. (Mirzai, 2002)

Contextual dimension: The branch of the field in the theory of three-dimensional modeland in the organizational pathology has a special place. First of all, the most important feature is the importance of the size and scope of this branch to the structure and content branches. In the importance of the context and environment, the two other branches of existence and their existence are related to the branch of the environment. The concept of context, which in the system theory equals and synonyms with the concept of the environment, is so important that it has been promoted from the level of the concept to the level of theory, and today researchers and theorists of organizational theories have provided important theories about the environment. The main task of the contextual or environmental factors is to regulate organizational relationships with higher systems. Because any system or organization in its own area always has a permanent reaction to its higher systems and is considered to be a subordinate to the higher-level systems. Therefore, all the causes and factors that trigger the establishment, timing and timely response of the organization to the mainstream systems are called the context or the environment. Therefore, the environmental damage is a damage that affects the proper and correct relationship or systemic expression of the timely and correct response of the organization to its neighboring environmental systems and creates a crisis in these relationships. (Mirzai, 2002)

In this study, for the pathology of talent management among university professors, this theory has been used as an initial framework. Based on this model, the theoretical management of talent management indicators related to three structural dimensions including : employment conditions, human capital position, scientific infrastructure, Electronic and technological infrastructure; the underlying dimension includes: legal and legal grounds, cultural conditions, and then content that includes: reception and support of managers, acceptance and support of teachers; these indicators are extracted based on theoretical literature of research, Then, based on the statistical methods, the components of the talent management damage trait and the desirable gap between the current talent management and the design of optimal model have been considered.

Background research

The results of a research conducted by Dilview in 1398 of human resources in more than sixty countries in 2005 show that the ability to attract and retain new talent is one of the major problems facing executives facing today's organizations. Responsibility for recruiting top talents not only takes time but also requires financial investment, especially if it relates to the key positions of the organization. Organizations in this regard should be the background for developing a recruiting strategy and employing traditional employment recruitment methods in recruitment Avoid New. (Philips & Roper, 2009)

Swim explored a talent management system and how to use the system as a leverage to create a commitment to staff through a merged study at one of the units in a US-based service

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company. The results of interviews in his research, in addition to the effect of talent management on employees' commitment, showed how human resource management and organizational development can support and strengthen the talent management system (Suwim, 2010)

Jafari Moghadam (2008) has evaluated and selected managerial talent in Tehran Electric Power Company in a research project. The final result of the research was the selection of people who are prone to arousal of management jobs. In this paper, more research has been done on the successor approach.

In a research conducted by Karimi and Hosseini (2010), the effect of strategic factors on talent management was studied. This research was carried out among 174 managers of the ministries of the country using a survey-correlation method and a researcher-made questionnaire. By formulating hypotheses, researchers have investigated the relationship between the underlying strategic factors (organizational strategy, the role of managers, strategic human resource management, organizational culture, and government regulation and talent management.

Table 1: Indicators of structural dimensionas, behavioral talent management

Source	Contextual Dimension	Content Dimension	structural Dimension
Safari, 2013, Scott 2008, Hadizadeh 2013, Darestani 2011, Phillips 2009, Hajaz 2011	Cultural knowledge, lack of job security, lack of freedom of expression	Leadership, Leadership Acceptance, Adoption of comments, avoidance of violence	Order of work, office regulations, time, specialist workforce, scientific infrastructure, employment conditions
Laali et al., 2012, Collins 2009, Mirzaie 1998, Cross 2007, Hadizadeh 2013	Changes, uncertainty, communications	Management support, Manager attributes, Staff characteristics, Group spirit	Decision making and control, reward system, research and development system, performance evaluation system
Dehghan et al., 2012, Caling 2009, Albaganda 2011, Mohen 2008, Mirzai, 1998	Government, social and economic laws, cultural conditions	character of managers and staff, leadership style	Organizational structure, employment conditions, research and development, electronic infrastructure
Esfandiari et al., 2011, Mirzai 1998, Rezaian 2010, Caling 2009, Amirkhani 2010, Darestani 2011, Sounenberg 2011	Clientism, Contractors and Consultants	Terms and Conditions, Occupational Safety, Education	Organizational structure, pay, selection and recruitment, job promotion
Amirkhani et al., 2010, Hadizadeh 2011, Welsh 2006, Mirzai 1998, Sounenberg 2011, Phillips 2006	Legal grounds, legal framework, policies	Staff support for change, support for managers, staff acceptance	Human resourse , executive structure and coordinator, technology, scientific infrastructure

RESEARCH METHODOLOGY

The purpose of this study was to determine the desirable condition of the talent management process among university lecturers and to assess the readiness of educational organizations to

start a talent management program. This research is applied in terms of field, field and descriptive survey. Also, according to the objectives of this research, the research will be of exploratory type. Also, since the evaluators and audience of this research is a scientific community, the results of this research will be the source of ideas and solutions. This research has two stages of survey. In the first stage, the researcher with the approach of studying and structural, field, and content pathology with regard to the researches and theoretical explanations of the items or talent management indicators were identified and designed the questionnaire. By measuring Its reliability, and the distribution of the questionnaire, has assessed the structural, context, and behavioral factors of talent management. Based on the dimensions of the identified factors, the optimal distance between the situation and the status quo was also measured and based on statistical measurements and literature, the research model and its optimal solutions were presented.
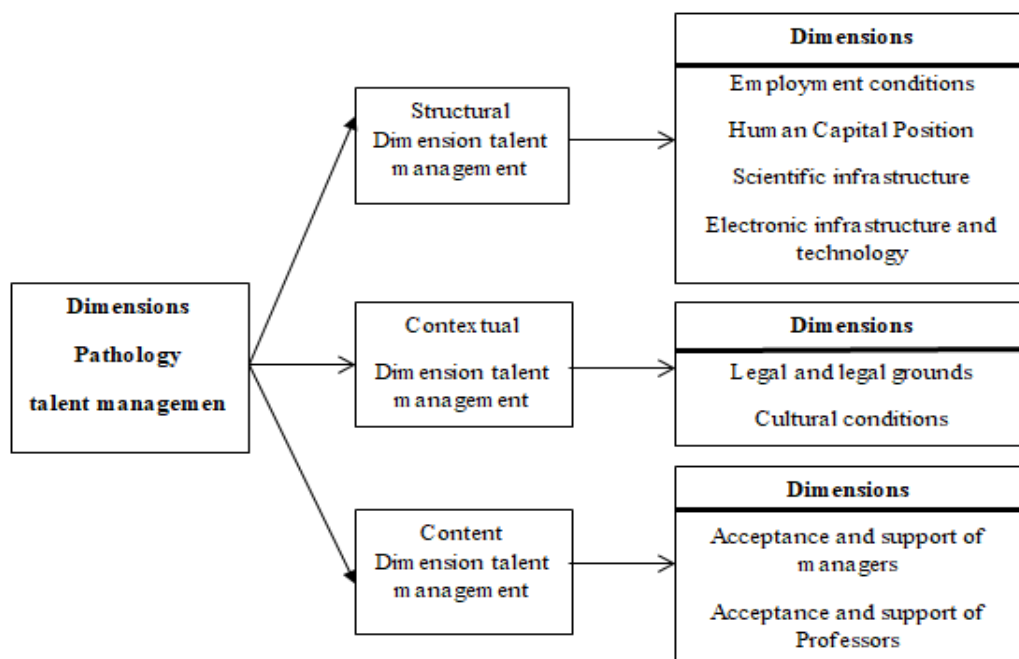
Figure 1: The conceptual model of research (structural, context, behavioral, and talent management dimensions)

Analyzing the findings of the research

The method of this research is factor analysis. In this research, 30 items, indexes (or questions) for pathology of talent management based on theoretical literature and elite views and test indices were designed and verified by a factor analysis of the first and second indices and the model The concept of the research was designed. Using the factor analysis, the results of the analysis were tested. After performing the first and second factor analysis, the difference between the desirable situation and the existence of talent management was determined according to the following tables.

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Table 2: Factor loads of factors after the rotation of talent management dimensions

Dimensions			Component
Content	Contextual	Structural	
		.885	Employment conditions
		.849	Human Capital Position
		.757	Scientific infrastructure
		.755	Electronic infrastructure and technology
	.849		Legal and legal grounds
	.705		Cultural conditions
.842			Acceptance and support of managers
.800			Acceptance and support of Professors

As shown in the table, after 6 rotations, 3 dimensions have been identified as factors influencing the talent management process, with the overall effect of these dimensions being 85.999%. According to the research literature, naming each of the extracted factors and the rate of effect (percentage of variance) is given in Table 2.

Table 3: Results of paired t-test in structural dimension and its components

Correlation	Sig	df	t	The standard deviation	Average	situation	components
.925	.000	359	6.727	1.13898	3.0006	current	Employment Conditions Affecting Talent Management
				1.01393	3.1550	Desirable	
.605	.000	359	8.755	1.08453	2.9713	current	Structure of human resources specializing in talent management
				1.19669	3.4417	Desirable	
.761	.000	359	6.257	1.06354	2.9407	current	Electronic Infrastructure and Technology Effective on Talent Management
				.96677	3.1741	Desirable	
.398	.000	359	5.050	1.13469	2.9157	current	Scientific Infrastructure Effective on Talent Management
				.93628	3.2213	Desirable	

In order to compare the design index, the desirable and current conditions of the designed 30 index were designed for of structure, field and material. As shown in the table, the comparison between the calculated averages of all components of the elimination of structural factors shows that there is a significant difference between the current and the desirable situation and therefore, between the present situation, the factors affecting the talent management process in the university There is a difference between the desired and the present situation.

Table 4: Results of paired t-test in the dimensional its componen

Correlation	Sig	df	t	The standard deviation	Average	situation	components
.949	.000	359	5.404	1.07372	3.0494	current	Legal and legal grounds for talent management
				.93060	3.1489	Desirable	
.827	.000	359	6.335	1.14585	2.9000	current	Cultural factors affecting talent management
				.93368	3.1150	Desirable	

As shown in the table, the comparison between the calculated averages of all components of the subtraction from the land dimension indicates that there is a significant difference between the current and the Desirable situation and therefore, between the present status of the factors affecting the talent management process in the university in terms of the components. There is a difference between the desired and the present situation.

Table 5: Results of paired t-test in Content dimension and its components

| Correlation	Sig	df	t	The standard deviation	Average	situation	components
.463	.036	359	3.778	1.12501	3.0519	current	Acceptance and support of managers
				1.00102	3.1556	Desirable	
.519	.000	359	4.047	1.15199	2.9083	current	Acceptance and support of Professors
				1.03264	3.1380	Desirable	

As shown in the table, the comparison between the calculated averages in all components of the elimination of behavioral factors indicates that there is a significant difference between the current and the Desirable status and therefore, between the present situation, the factors affecting the talent management process in the university in terms of components The elimination of the behavioral factors with the desired situation is a distance

The results of the above evaluations indicate the gap between the current and the desired status of talent management in the university from the three dimensions studied. The above conditions reflect the lack of talent management at the university and among the instructors; therefore, based on the objective of the research, the researcher, by recognizing this gap, is trying to design and present solutions to improve talent management. According to the optimally tested model, these items were considered as a conceptual model. Model in the meaningful state: The confirmatory factor analysis model shows "total factors and components" in the form of meaningful coefficients. The numbers on the paths indicate the amount of t statistics. Since all t-statistic values of the paths are greater than 1.96, there is a meaningful relationship between each item with "factors and components".

Optimal talent management model

According to the basic conceptual model of research and recognition of the desired and current position of talent management, the research items in the standard estimation mode are as follows and with the confirmatory factor analysis method as the optimal sub-model in three dimensions of the structure with the components: employment, position of manpower , Electronic and technical infrastructure, and talent management talent infrastructure; a field dimension with the components of the rules and regulations and cultural conditions of talent management; and finally, the behavioral dimension was designed and accepted by the faculty members with the acceptance and support of the talent management.

Diagram of the difference between the optimum and current situation

Chi-Square=41.21, df=17, P-value=0.00001, RMSEA=0.054
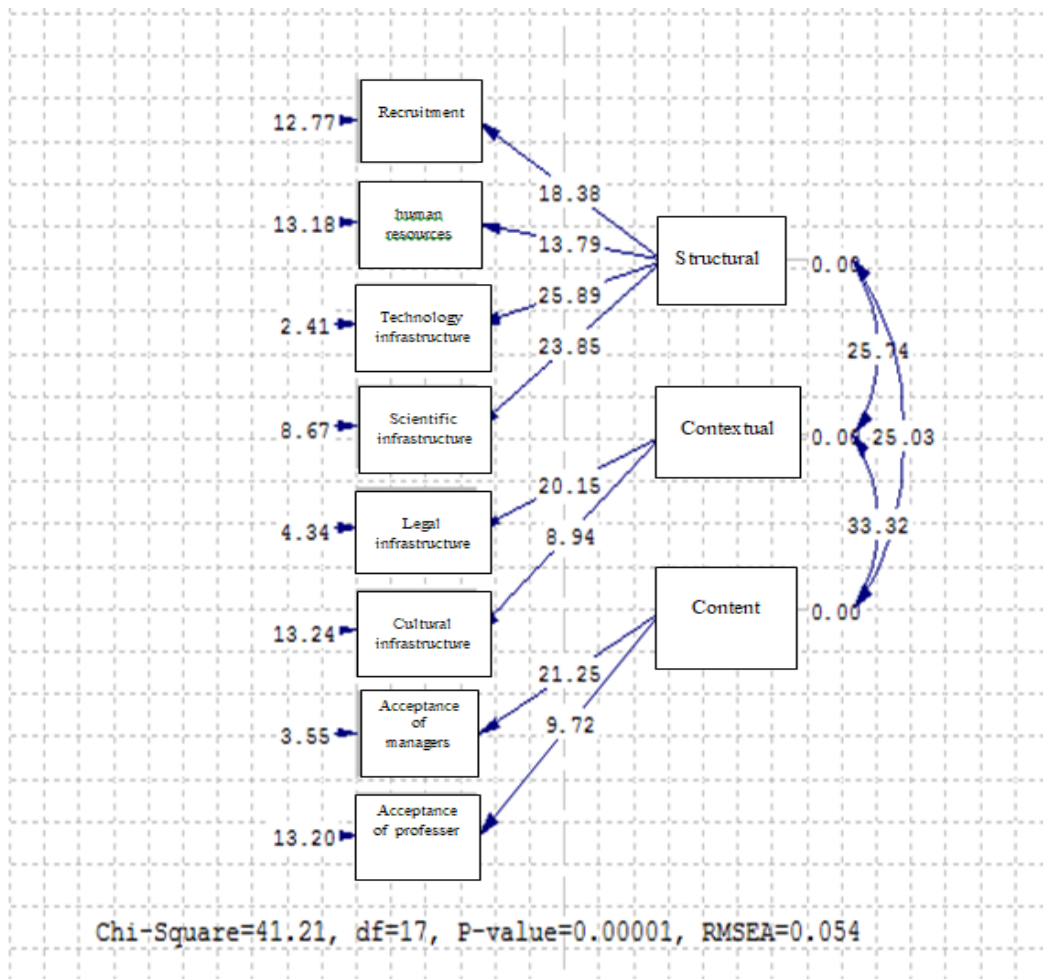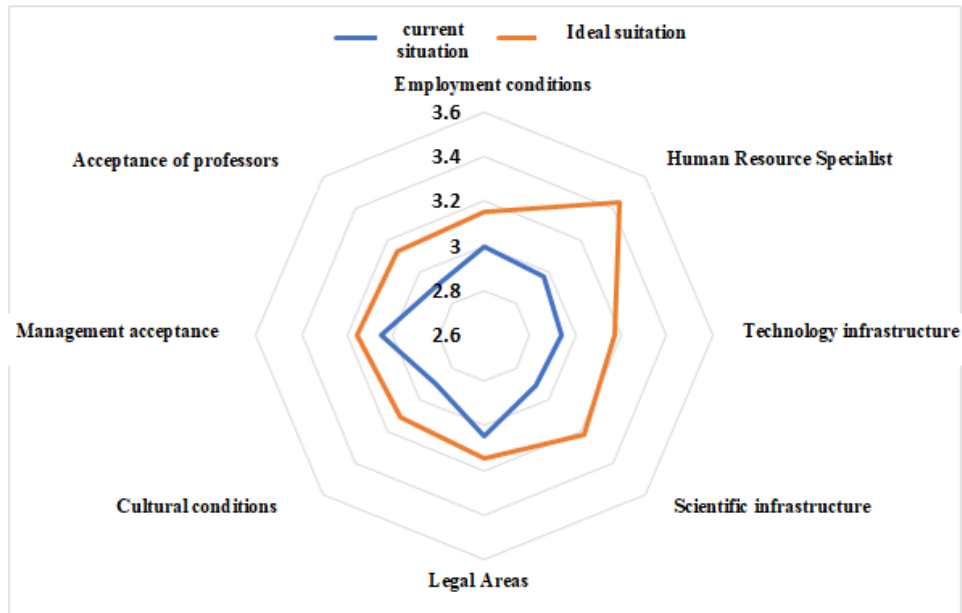
Model 1: Confirmatory Factor Analysis Model in Significant State

CONCLUSION AND RECOMMENDATIONS

As we have seen, despite the great emphasis of today's society on the identification and management of talent, the results of the present study, Pathology of talent management among the teachers of Islamic Azad University, shows the difference between the current and the current situation, attention to the above results, what The results of the research can be summarized as follows:

Diagram (1) Identified pathology Talent Management
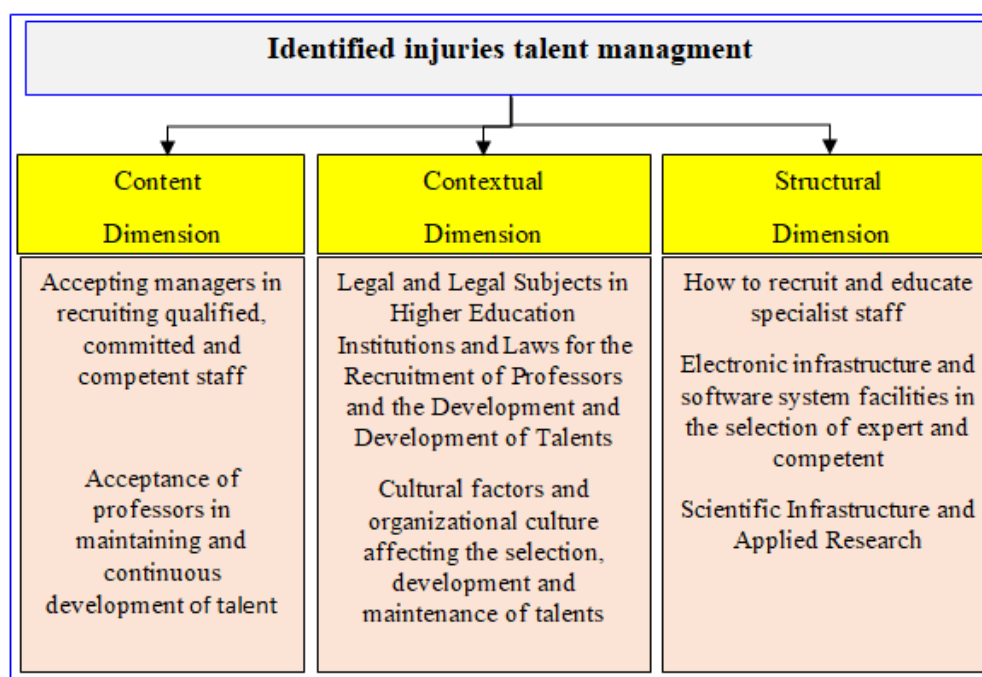
In the process of reviewing the results of the research on finding ways to optimize talent management in Tehran's Azad University, the results from the components of the components and the measurement of research models indicate that the amount of attention to talent management in Islamic Azad University is less Is an average of the society; therefore, the solutions of the optimal model based on an elite survey were confirmed as follows.

Table 6: is a single sample t test to determine the degree of model suitability

				Average community	
Sig	df	t	The standard deviation	Average	Model solutions
.000	29	32.322	.774	4.57	Review of employment conditions and the preservation of prestigious faculty
.000	29	40.542	.621	4.60	Qualitative assessment of activities and products based on world standards
.000	29	54.293	.484	4.80	Developing e-Infrastructures in Identifying Predictable employee
.000	29	47.726	.551	4.80	Integration of the structural system of the absorption of professors
.000	29	64.318	.391	4.59	Review the rules of talent management

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.000	29	58.974	.438	4.72	Supporting top managers from attraction and development And keeping talented professors
.000	29	88.492	.293	4.74	Hold appropriate training courses to hold talents
.000	29	37.569	.648	4.45	Supporting professors and creating a culture of success
.000	29	58.920	.413	4.44	Organizational and management culture for improving talent management
.000	29	51.629	.481	4.54	The support of judicial institutions from talent management
.000	29	70.416	.347	4.46	Creating conditions for trust in recruitment and evaluation
.000	29	64.504	.391	4.60	The need for online literacy and correspondence with reputable universities in line with global progress
.000	29	84.092	.30015	4.6082	Solutions (general)

As the results of Table 6 show, in the model's implementation mechanisms, the t-statistic t = 0.092 / 84 is significant at the level of 0.05. The comparison of the average performance mechanisms of the model 6082/4 = M with the mean of society 3 = t-value shows that the executive mechanisms proposed in the model are highly valid for experts and 95% confidence are verified.As shown in Tables 6, the obtained values with a degree of freedom of 29 and an alpha of 0.05 are larger than the critical t value. Therefore, the zero assumption is based on the absence of any difference between the observed mean and the average of society and it is clear that there is a significant difference between the observed mean and the mean of society), and therefore, the research model is highly qualified by experts And is assured with 95% confidence.

According to the above, the results obtained from the research show that talent management among the sample population, the teachers of Islamic Azad University of Tehran has not been fully realized and there is a gap between the current and the current situation and to achieve the desired status and achieve it. According to the research, the solutions from the results of the research after their testing are presented in the following tables:

Proposed Strategies for Improving the Structural Dimension of Talent Management
A review of the standards for the promotion and promotion of instructors
Take advantage of standard gesture testing
Continuous qualitative interviews
Assessing the absorption of instructors based on organizational culture and community culture
Do not take employment from political conditions and administrative orders
Evaluation based on global and qualitative talent management standards
Updating of the structural system of absorption automation
The institutionalization of performance evaluation is continually structured
Institutionalization of the issue of talent and meritocracy in the structure of the system
Review payment system, reward based on scientific and ethical standards
Review the structure of the administrative system of recruiting, recruiting and keeping teachers in line with modern scientific standards
Evaluate and re-evaluate the hierarchy of individuals selection based on merit-based elitism
The alignment of organizational strategy and talent management strategy
Structural coordination in all areas of attraction and development and talent development

Proposed Strategies for Improving the Contextual Dimension of Talent Management
Formulating laws and regulations to support teachers and talents
Supporting judicial institutions familiar with the issues of recruitment and recruitment
Updates related to cyberspace and technology for professors
Virtual communication between instructors and elites across the Universities of the World with an integrated system
Reduce custom and custom space
Creating operational definitions and appropriate tools for measuring talent
Attention to religious, ethical and cultural requirements in talent management

Proposed Strategies for Improving the Content Dimension of Talent Management
Job security for risk takers in the field of research
Managers support the process of professors' performance
supporting the professors from young professors
Continuous assessment of the psychology of the behavioral and spiritual system of professors
Developing a moral charter for maintaining and fostering talent
Establishing a charter of ethics for maintaining and fostering talent
Provide updated software for talent development
Creating a job and ethical security environment
Creating an Educational Model for Talent Management
Creating a competency-based model of talent at different organizational levels

One of the important features of this research is its comprehensive consideration of considering all aspects and components related to the attraction and discovery of talent, the development of talent, evaluation, and the implementation and maintenance of it. Since the present research, either at the domestic level And at the external level, generally interspersed, and in the best of terms, they deal with a few minor dimensions or components .

However, this research constraint has been the same as any other research, but these limitations can open new gates for future research. Therefore, given the limited research and the newness of talent management talks in Iran, it is expected that future research will focus on the more localization of the operational patterns of talent strategic management. Also, following the process of applying and evaluating the effectiveness of the designed model and the effect of each external factor on talent management are among the issues that are expected to be considered in subsequent research. The results of this research can be used as a tool for promoting organizational productivity as well as an optimal model with its solutions, which are the first research on talent management, to be used by universities, policy makers and managers of organizations.

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