

Optimizing Talent Management Process; A Case Study in PONE Company

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ABSTRACT

This study is a case study in order to optimize the current talent management process in PONE Company. Research methodology is mixed method (quantitative - qualitative) that took place in two phases. In the quantitative phase, the survey, using a questionnaire and a random sampling method and sample size of 267 cases among all employees using Cochran formula, the gap between the current state and desired state of talent management process was investigated. In the qualitative phase, semi-structured interviews with 24 of the managers whom were selected via purposive sampling were analyzed by means of content analysis for the purposes of explanation and interpretation of the gaps in talent management aspects. The results of the quantitative data revealed that there were significant gaps between all the components of talent management in the company including identification, development, assessment and retention and talent management process, as a whole, with an optimal state. Findings of qualitative content analysis revealed the dimensions of the gaps in each component of talent management process. Based on the revealed the gaps and barriers in each component, in order to optimize the company's current talent management system and to remove these gaps and barriers, appropriate strategic recommendations have been proposed. This model will help the authorities to have a coherent framework to discover, develop, evaluate and retain valuable human capital instead of repeating what are done in human resource management sector and thereby meet the challenges and needs are emerging.

KEYWORDS: talent management, talent management dimensions, talents, talented employees, PONE Company

INTRODUCTION

The challenge for the future business world is gaining vital organization knowledge along with valuable human resources producing knowledge. In fact, talent management is "a secret weapon in the global war for talent gain" (Michaels, Handfield- Jones, & Axelrod, 2001). In addition to the recognizing needs to recruit, develop and retain talent, at the same time organizations have found out that talents are critical resources that require management to achieve the best results (Sweem, 2009). Talent management is not a task that can be accomplished only by attracting talented people, but also to attract talented people is the beginning of the attempts in talent management process. High salaries can't drive alone to work out. People tend to be part of an enterprise that is accepted by them, the enterprise that thrills them the entire time and creates flexible work environment. This is the truly loyalty to the organization that has been discussed by Goodarzi (Goodarzi, 2012) He has explained that this loyalty makes commitment to the company and in this way, it is expected that employees try fully to involve in organizational activities.

Unfortunately, in spite of bearing the increasing costs of the process of recruiting talented people and also the high costs of training these people to bring their talents to emerge, in many cases it can be seen that in practice they tend to leave the organization or change their jobs. The reasons that increase such intents are cases like recent organizational downsizing, many job opportunities that have been created by new technologies, easy access to the multitude of jobs by means of internet, job dissatisfaction, the lack of organizational commitment, the lack of meritocracy in the organization and the change of job needs (Byham, Smith, & Paese, 2002; Michaels, Handfield-Jones, & Axelrod, 2001; Rothwell W. J., 2001; Williams, 2000). Thus, although the benefit of capable human capitals is a necessary condition for organization success, but it is not enough. They also need suitable strategies and initiatives to be able to take advantage of these talents more effectively. Therefore, it is necessary (Sweem, 2009) that any organization investigates its current status of talent management process truly and by recognizing its strengths and weaknesses attempts to reinforce the strengths and obviate the weaknesses and finally optimizes its talent management system to benefit from its maximum available abilities and capacities.

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Talent management review

By reviewing talent management background, it can be seen that in spite of many work, essays and practical research in this field, a clear and uniform definition of talent management, its scope, dimensions and overall objectives cannot be found. This shows the gap that there is between academics and practitioners (Sweem, 2009). Table 1 summarizes the progression of various talent management definitions that each of them reflects a particular point of view.

Table 1: Summary of talent management definitions in the literature

focus	Definition	researchers
The key posts	<ul style="list-style-type: none"> Talent management is a strategic management that systematically identifies the key posts that are the secrets of its sustainability and competitive advantage. Developing organization talent pool to fill these key positions is one the main responsibilities of this kind management. 	(Collings & Mellahi, 2009)
Talent development	<ul style="list-style-type: none"> Talent Management is a positive and beneficial act for best people in their jobs and an investment for their growth. Also, it helps to flourish potentials and benefits people as well as helping them to improve their strengths and eliminate weaknesses. 	(Hirsh, 2008)
Talent identification and development	<ul style="list-style-type: none"> Talent management is used as a tool to improve the recruitment process and development of people with the skills and abilities needed to meet the current needs of the organization. Talent management suggests a process that organizations identify and manage people for the present and future, and then expands them in this way. 	(Bhatnagar, 2007) (CIPD, 2006b)
Management of talented people through human resource management functions.	<ul style="list-style-type: none"> Talent management has 5 dimensions including attracting, identifying, developing, implementing and involving that all help to manage the talented employees. It is referred to the activities that the employer does to hire, train, develop and totally manage those employees who are involved in important executive positions in organization. Talent management is based on coordinating and integrating activities of talent identification, attraction, development, retention and managing, planning, succession planning as well as changing organizational to convenient one that fits to talent management and talent assessment approaches of the organization 	(Uren, 2007) (Cappelli, 2004) (Rothwell W. , 2002)
Succession planning	<ul style="list-style-type: none"> Talent management is a systematic process that eliminates the gap between current human capital and leadership talents that are needed by the organization to meet needed future challenges. 	(Wellins, Smith, & Rogers, 2006)
Strategic talent management	<ul style="list-style-type: none"> Talent management is a strategic management of current talent flow in organization to ensure that according to organizational strategic objectives, right people, in the right jobs and at the right time are involved in the proper jobs. 	(Duttgupta, 2005) (Williams, 2000)

As it can be seen in the above table, sometimes, talent management considers as a management function, or as one of the functions of human resource management department (Williams, 2000), and in some cases as a duty of organization leadership (Sinclair, 2004) and occasionally as a joint effort of organization management and human resource management (Michaels, Handfield- Jones, & Axelrod, 2001) that each of them are affected by particular approaches.

Experimental work in the field of talent management shows that in many instances, while implementing this process, organizations have focused on one or two dimensions more than other dimensions. There are also some organizations that have succeeded to have a developed and integrated system of talent management. Some examples of the related experimental work are mentioned:

Attempts of GE Money, one of the General Electric Company's branches, in talent management show that talent identification and somehow evaluation and adjustment of the talents within the company were its main concerns. GE Money solved issues of recruiting talented people by the aid of two active teams in outsourcing activities (two teams from the outside). Through studying of more comprehensive procedures, investigating organization's strategy, establishing new goals and standards and using information systems and information technology, the two teams could customize and design the selection process of the talents for the company, promote the quality of the candidates and increase service levels (Grisham & Misko, 2010).

McDonald's experience in the field of talent management is related to talent development and some activities in the areas of performance development, succession planning and leadership development. At the end of the first quarter 2002, the first company's failure, the sudden and tragic accident of Cantalupo's death, company's CEO, and also the news of the sudden death of his successor, Charlie Bell, due to cancer, faced McDonald with the challenge of choosing a successor to the high important post of Chief Executive Officer. Scrutiny of the core competencies of employees, reviewing corporate strategy, establishing clear targets, initiating training programs and coaching for talented employees, admitting change and innovation and creating new plans for performance management system caused to improve the company's talent management system.

Making continuous learning and development opportunities is Microsoft's commitment to all its employees. In addition to public programs for all employees, Microsoft invests on smaller groups of employees that have the potential to reach senior and more critical roles by programs such as assessment activities, coaching, mentoring, learning cycles, active learning, and lectures in the fields of business (Wallis, Underhill, & Mcnamara, 2010).

Sweem (2009) has conducted his doctoral dissertation by a mixed method research in one unit of a service company in America. She explored the talent management system of this company to find out how this system can be used as a leverage to engage the employees. Findings of semi-structured interviews showed the impact of talent management on employee engagement and additionally explored how human resources management and organizational development departments can support and strengthen talent management system.

Smith, Wellins and J. Paese (2010), three organizational researchers at DDI¹ Company, have stressed on the leverage role of technology in organization empowerment and providing capabilities such as, communications, quick and on time responses, using a variety of skills, ... that will lead to sustainable talent management system in the organization. They believe that talent strategy is not aligned with business strategy by itself, but also identifying organization strategic priorities, cultural preferences and driving factors of organization's business determine the direction of the main talent strategies to identify talent. In their proposal, filling key future positions that is known as succession planning and often wrongly noted to be equivalent to talent management in the organizational literature is considered as part of the "development" dimension in talent management.

Darvish, Najafi and Zare (2012) have evaluated the level of talent management competencies (talent management mindset, talent attraction and recruitment, talent identification and differentiation, talent development, and talent maintenance) in the Water and Wastewater Company of Lorestan Province and investigate the relationships of these competencies with intention to quit the organization. Their results have shown that the level of talent management competencies is desirable and has a significant inverse relationship with intention to quit the organization in the studied population.

According to the relevant literature that briefly reviewed, the dimensions and components of talent management are shown in Figure

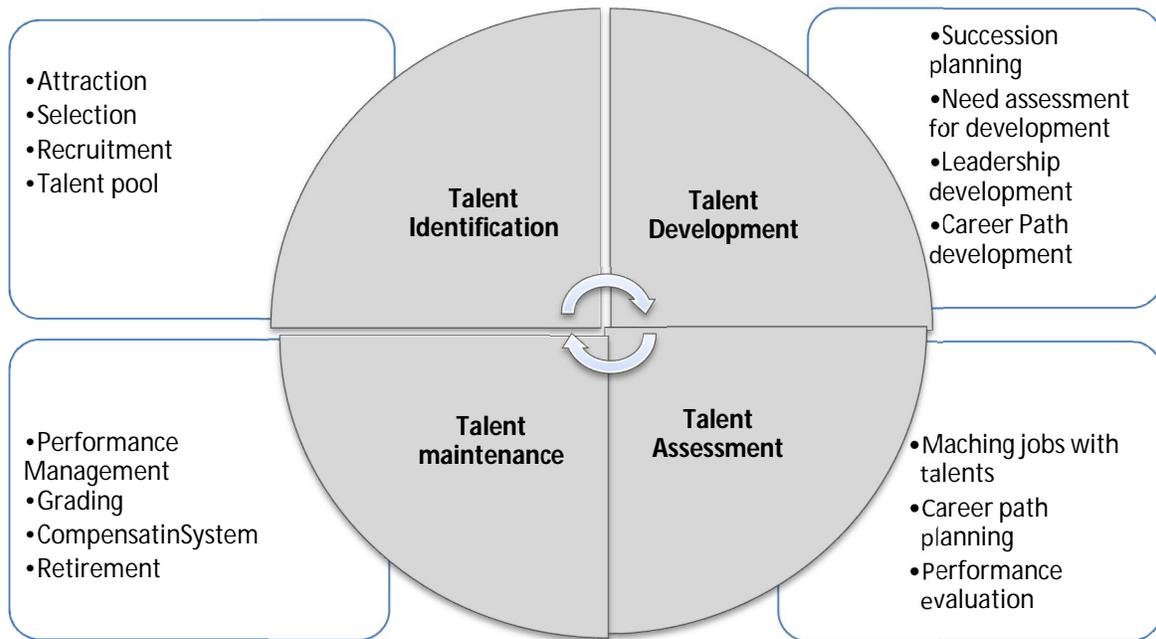


Figure 1: Talent management dimensions and components

Based on reviewing various interpretations of talent management, as well as different research work done in this regard, talent management is defined as a regular, long-term strategic approach to address current and future potential of an organization with the aim of having talented people in the right jobs at the right time that its basis is on harmonization and integration of the complete set of 4 processes (dimensions) of talent identification, development, assessment and maintenance.

¹ Development Dimensions Int

The research questions

Based on the main objective of the present study that is providing appropriate strategies for optimizing the talent management process in PONE, two main questions are introduced which are divided into two parts;

1. Quantitative question: How is the gap between the current state of talent management process in PONE and desirable state?
2. Qualitative question: What are the appropriate strategies for meeting these gaps in order to optimize the current state of talent management process, from PONE experts' views?

METHODOLOGY

Since the present study offers a case study and the results of that is only applicable to the under studied company, it is a practical research. Also, in terms of data and philosophical paradigm, the research has a mixed method design that is carried out by mixed model and descriptive plan. At first, quantitative data is analyzed then on the basis of the results; qualitative data is gathered and analyzed.

PONE is an industrial company that produces stainless steel appliances. It has 1422 employees. The population of this study is included all of PONE employees. In the quantitative phase, by using Cochran's formula, sample size comprised 267 employees. They were selected by using systematic random sampling. 270 questionnaires were distributed and 245 questionnaires were used to be analyzed in the end. In the qualitative phase to determine the sample size among all managers and senior staff of the company, purposive sampling was used to conduct thorough deep interviews. In this kind of sampling, particular cases were selected that supposed they could say so many things with more depth about important issues that related to the research. The purpose of employing this type of sampling strategy is to get a range of perspectives and experiences rather than to repeat frequencies in a larger community (Boeiji, 2010). Thus, 24 units of senior managers who are named PONE experts in this study were taken to deep interviews. In this phase, sampling was stopped when data saturation was occurred.

The data collection method in this study is a combination of qualitative and quantitative methods. Quantitative data was gathered by using a researcher-made questionnaire and qualitative data were collected by using semi-structured interviews. Similarly, analysis of data was also conducted in two parts. To analyze the quantitative data obtained from the questionnaires, paired t-test is used by means of SPSS software. In qualitative phase, data analysis was done by using a combination of directed and summative content analysis of Hsieh and Shannon (2005). This is a deductive analysis. Based on the theoretical literature, the main themes of the study are 4 dimensions of identification, development, assessment and retention of talented employees in a talent management system of an organization. First of all, interviews, the units of analysis, are being reviewed precisely to identify meaning units. Second, they are compressed and encoded. Third, the same codes are classified in the same subcategories. Forth, the same subcategories as classified under main categories that are finally directed to the main themes of study that as were mentioned previously; they are 4 dimensions of talent management.

Findings

The analysis of findings is done in two parts of quantitative and qualitative phases. In the first quantitative question, in the beginning, present gaps in current talent management system are identified and then, to achieve appropriate strategies to address gaps, in the second qualitative question, the discovered gaps were analyzed and the possible appropriate strategies were explored from the PONE experts' perspectives.

The analysis of the first quantitative question

How is the gap between the current state of talent management process in PONE and desirable state?

To examine the gap between existing and desired status, paired t-test was used. The results of each variable are presented in Table 2. Notably, before using t-test, the normal distribution of scores was assessed through skewness and elongation of scores. As, the values were smaller than 2 (Tabachnick & Fidell, 2007) this assumption was confirmed.

Table 2: Results of paired t-test to check the gap between existing and desired state of talent management and its four dimensions in PONE Company

Variables	Current status		Desired status		Difference of			
	M	SD	M	SD	Means	T	Df	sig
Talent identification	2/23	1/02	2/54	0/96	-0/30	-3/32	241	0/001
Talent development	2/06	0/93	2/45	0/99	-0/38	-4/62	240	0/0001
Talent assessment	2/49	1/01	2/69	1/01	-0/19	-2/21	240	0/028
Talent maintenance	2/16	0/94	2/53	1/08	-0/37	-3/99	237	0/0001
Talent management	2/23	0/84	2/55	0/95	-0/32	-3/91	244	0/0001

The above table shows that the mean of the current state of talent identification dimension varies significantly ($t_{(241)} = -3.32, P < 0.01$) with the desired state and is 0.30 less than it. Also, in the current state of talent development dimension, the mean size is 0.38 less than the desired value and by $P < 0.01$ and $t_{(240)} = -4.62$, this gap is significant. Similarly, the mean of current state of talent assessment dimension is also significantly ($t_{(240)} = -2.21, P < 0.05$) away from the desired value and is 0.19 less than it. It is the case in current state of talent maintenance dimension, too and the amount of significant difference is -0.37 ($t_{(237)} = -3.99, P < 0.01$).

The overall analysis also revealed the significant difference in talent management status ($t_{(244)} = -3.91, P < 0.01$) and its mean is 0.32 less than the desired state of talent management.

The analysis of the second qualitative question

What are the appropriate strategies for meeting these gaps in order to optimize the current state of talent management process, from PONE experts' views?

Since, in this study, talent management consisted of four talent identification, development, assessment and maintenance dimensions, interviews with experts, on gap analysis and offering possible and appropriate strategies for addressing these gaps, were done in four sectors. It should be noted that the unit of analysis in all four sectors are interview paragraphs and to avoid prolongation of the word, it is reported briefly.

First sector: exploring the talent identification dimension

By precise reviewing interviews, units of meanings were identified and encoded. After the encoding phase, the same codes were classified under the same terms as subcategories and then each subcategory is defined as a main category. Since the content analysis in this study is directed and summative one, as noted earlier, main themes of research are explicit at the beginning of study and interview questions were developed based on them. In this sector, the main theme is talent identification. Table 3 shows processes of classifying subcategories and categories.

Table 3: the processes of classifying subcategories and categories of the main theme of Talent Identification

row	Sub-category	Category	Main theme
1	1 Recruiting by Headquarters	Insourcing channels	Talent identification
	2 Recruiting by means of specialists database of company		
	3 Insufficient selected talented manpower from inside the company		
2	Sub-category	Outsourcing channels	
	1 Examination		
	2 Attracting new talented forces in terms of elite laws in company		
	3 Recruiting applicants of other similar companies		
3	Sub-category	Jobs that require recruiting talented people	
	1 Need to recruit talented people in all fields		
4	2 Urgent need to wise and accountable managers	Talent measurement indicators	
	Sub-category		
	1 Fixed indicators for measuring talent		
5	2 Proposing on time work delivery as a indicator for measuring talent	Identification and assessment indicators of potential talents	
	3 Proposing work delivery with high quality as a indicator for measuring talent		
	Sub-category		
	1 Average, age and graduated from prestigious universities as criteria for identifying and evaluating potentials		
	2 Initial examinations for identifying and evaluating potentials		
6	3 Comprehensive test for identifying and evaluating potentials	Tools for identifying and assessing potential talents of candidates in equal situations	
	4 Screening for identifying and evaluating potentials		
	5 Proposing professional panel interviews		
	Sub-category		
	1 Ambiguity in the equal condition of candidates		
6	2 Lack of scientific methods in terms of similar candidates		
	3 Considering mastery of foreign language skills for identical candidates		
	4 Using specialized interview questions in a foreign language to equal candidates		
	5 Training interviewers to handle panels		

As it can be seen in Table 4, experts' views on talent identification have been divided into six categories. These categories are: insourcing channels, outsourcing channels, jobs that require recruiting talented people, talent

measurement indicators, identification and assessment indicators of potential talents and tools for identifying and assessing potential talents of candidates in equal situations. In general, the analysis of the qualitative data in this dimension shows that experts described the current status of talented human resources likely poor to achieve the priorities of organization. Hence, based on the results of reviewing research background, the proposals will be presented in each category:

In internal sourcing channels and outsourcing ones categories, It is recommended that the company establish talent identification process by using the right sourcing approaches (internal / external) to detect and identify the gaps between the current and future talent needs of organization, and then, all kinds of talents and competencies required to implement the company's business strategy has been determined and storage capacity is formed by identifying needed talented people in the company. Furthermore, In outsourcing channels for recruiting talented manpower, in addition to holding examination, elite recruitment laws, selection and admission of applicants from local companies with similar activities of PONE, other options such as recruiting talented foreign manpower from successful companies in the same field of industry in the international arena also be considered.

According to the experts' views, management positions are required to recruit talented employees more than any other positions. So, it is suggested that PONE, while identifying talents, seeks the talented people with needed management abilities and capabilities.

In talent measurement indicators category, in addition to the fixed criteria determined by the administration, which was mentioned by the experts and can be seen in subcategories at table 3, it is suggested that a variety of flexible indicators such as, Fluency in foreign languages, asking interview professional questions in foreign languages, qualified and on time work deliveries and applying strategies such as training interviewers to administer the panels, especially at the equal condition of candidates.

Second step: exploring the talent development dimension

At this point, the interview transcripts, written by researcher, carefully were reviewed and analyzed. Thirty five compressed units of meanings were formed. Then, they were encoded and similar codes were collected in the same subcategories to create main categories. Table 4 illustrates these processes.

Table 4: The processes of category and sub-category classifications of talent development

row	Sub-category	Category	Main theme
1	1 Insufficient skilled human resources in the company	Company benefits from developed manpower	Talent development
	2 Needs for people with high work experience		
2	Sub-category	Category	
	1 Low commitment to staff development	Developing versus recruiting of talented manpower	
2 Attracting developed forces			
3	Sub-category	Category	
	1 Fixed basis of development need-assessment	Basis of need assessment for talent development programs	
	2 Determining the development needs by comprehensive system		
	3 Transferring the development needs to training department by its agent		
4 Talent development based on Each person's grade and expertise			
4	Sub-category	Category	
	1 Confusion about how to evaluate performance and incorrect development programs	Performance assessment and talent development	
	2 Fixed performance evaluation and incorrect development programs		
3 Applying personal intents in performance evaluation and incorrect basis for development programs			
5	Sub-category	Category	
	1 Fixed and mandatory career path development	Career path development planning	
2 Predetermined career path development			
6	Sub-category	Category	
	1 Diversity in development programs based on organizational levels and professions	Current talent development programs	
2 Lack of attention to the practical impacts of trainings			
7	Sub-category	Category	
	1 Short-term development plans	Different kinds of development programs in terms of timing	
	2 Medium-term development plans		
3 Long-term development plans			
8	Sub-category	Category	
1 Talented and non-talented individuals are developed under the same	Individual and job needs in		

		development programs	designing development programs	Talent development
	2	Little or no attention to the individual needs and career development programs		
9	Sub-category		Category	
	1	The lack of creativity in skill development programs	Considered skills in development programs	
2	Lack of adequate information about talent development programs			
10	Sub-category		Category	
	1	Lack of knowledge of the conditions to participate in leadership development programs	Participating in leadership development programs	
2	Diversity of employees participating in leadership development programs			
11	Sub-category		Category	
	1	Using self-assessment forms for employees to assess programs	Methods of evaluating talent development programs	
	2	Using feedback forms for junior managers of attendant employees to assess programs		
	3	Using comment forms to comment on responsible authorities for organizing programs		
4	Using diagnostic and final tests for the evaluation of programs			
12	Sub-category		Category	
	1	Advising a correct and complete implementation of current programs	Experts' recommendations in talent development programs	
	2	Proposing to benefit of more advanced programs		
	3	Proposing an intellectual center		
	4	Gaining sufficient authority to develop talent development programs		
	5	Documenting the experiences of talented people		
	6	More attention to new skills		
7	Proposing to change staff and executive managements			

Qualitative content analysis results of the interviews in talent development dimension were following 12 categories; company benefits from developed manpower, developing versus recruiting of talented manpower, basis of need assessment for talent development programs, performance assessment and talent development, career path development planning, current talent development programs, different kinds of development programs in terms of timing, individual and job needs in designing development programs, considered skills in development programs, participating in leadership development programs, methods of evaluating talent development programs, and experts' recommendations in talent development programs. In following, the aspects of present gaps in talent development dimension are analyzed and tried to provide appropriate strategies for eliminating these gaps:

Based on the above analyses, the majority of participants believe that the talented people who having new science and technology require training and the most of available specialists are knowledge- based rather than application-based. Therefore, it is suggested that in order to use the tacit knowledge of talented people, the context and needed conditions should be provided for participating all community, especially minded young employees in the professional fields.

In relation to development verses attracting new talented people category, it seems that the company has been looking to recruit a skilled and experienced workforce rather than developing present potential employees. Therefore, it is recommended that while considering outsourcing, the internal potential force is also valued and its valuable experience to be used in both training to newcomers and other employees while acting in the field, thereby the incentives present talented people are increased and also the costs of preparation and training the newcomers can be saved.

The current need assessment basis for the development of talented people at PONE Company, as other staffs are fixed and determined by the human resources department according to "comprehensive management system". In this way, on the basis of specialization and grade of every person, the need assessment is done and reported to training department by its agent. It is suggested that in addition to these procedures, a special development process be formed for talented people and certain development plans be designed and implemented through setting talent development goals, assessing current status of talents, surveying external affecting factors, SWOT analysis on talent development, choosing a long-term strategy of talent development, assessing this strategy, and implementing it, and also through polling to fit development plans to each person's individual needs and work.

To avoid spending merely on education in talent development programs, it is suggested that along with training programs, practical workshops will be held to assess the impact of trainings in practice.

In teaching a variety of skills in talent development programs, it is recommended that classes and workshops be managed in creative and innovative ways to develop the potential of people and also provide opportunities to flourish their talents.

In new leadership development programs (succession planning), it is believed that the talented leader can be found anywhere in the hierarchy of organization. Therefore, it is expected that people from different levels of organization attend in these programs.

In views of interviewed participants, the ability to apply learned knowledge in practical terms is neglected when talent development programs are evaluated. It is suggested that, in addition to the procedures outlined by PONE experts, learners be considered in subsequent specified periods in the workplace so that the effectiveness and efficiency of trainings be reviewed assessed practically. Hence, with the end of the training, the training will not be given only as mental deposits.

In order to improve talent development programs, some useful suggestions are recommended such as documenting the experiences of talented and dignified people, establishing a center of intellectuals including elites and retired skilled staffs, implementing more advanced programs in future and fundamental changes in staff and executive managements.

Step three: exploring the talent assessment dimension

Like previous steps, in Table 5, after coding compressed units of meanings, similar codes are classified as the sub-categories so that categories of talent assessment dimension are revealed.

Table 5: The processes of category and sub-category classifications of talent assessment

row	Sub-category		Category	Main theme
1	1	general assessments	How to assess	Talent assessment
	2	Imposing personal opinions in assessments		
2	Sub-category		Category	
	1	Inconsistency in assessments	Matching talents with incumbent job	
2	Matching talent with incumbent job			
3	Sub-category		Category	
	1	Evaluation of technical occupations based on education	Assessing technical jobs	
2	Evaluation of technical jobs based on work experience years			
4	Sub-category		Category	
	1	Evaluation of supervisory jobs in terms of education and work experience years	Assessing supervisory jobs	
2	Ambiguity in the evaluation of supervisory occupations			
5	Sub-category		Category	
	1	Evaluation of management practices by superior authorities	Assessing management jobs	
2	Ambiguity in the evaluation of management practices			
6	Sub-category		Category	
	1	The lack of attention to the impact of clients and stakeholders on evaluating potentials	Impact of clients and stakeholders' assessment on assessing the potentials	
2	Lack of awareness of the impact of clients and stakeholders on evaluating potentials			
7	Sub-category		Category	
	1	Difficulty in assessing the return of investment on talents	Assessing the return of investment on talents	
2	Low return of talent investments			

As it can be seen in the above table, talent assessment is studied under seven categories that include how to assess, matching talents with incumbent job, assessing technical, supervisory and management jobs, impact of clients and stakeholders' assessment on assessing the potentials and the return of talent investments.

Reviewing how to assess well shows the weaknesses in the sector. Thus, it is recommended that to avoid imposing personal opinions, the general procedures should be abstained while assessing capabilities to adapt jobs and instead detailed procedures and standards should be designed and developed by the relevant authorities precisely based on three criteria; strategic direction of the organization, the features and characteristics of talented people and organizational implications.

Other visible gap in this dimension is seen in category of matching talents with incumbent job. In this section, to demystify how talented persons are replaced in jobs, it is recommended that, job descriptions should be defined exactly by means of different methods to job redesign programs, and the requirements for gaining positions, especially higher level of management ones, should be determined accurately.

In categories of impact of clients and stakeholders' assessment on assessing the potentials and in particular, assessing the return of investment on talents, it is recommended that the importance of these issues be well known in organization and senior managers be aware of the impact of them on corporate efficiency and feasibility.

Step four: exploring the talent maintenance dimension

After reviewing the unit of analysis in talent maintenance, 20 compressed units of meanings were obtained. By encoding and then classifying those in common sub-categories, common categories were found. The way of achieving them can be observed in Table 6.

Table 6: The processes of category and sub-category classifications of talent maintenance

row	Sub-category		Category	Main theme
1	1	Inappropriateness of the current system of compensation and benefits for talented people	Current system of compensation and benefits for talented staffs	Talent maintenance
	2	Tendency to monetary systems of compensation and benefits		
2	Sub-category		Category	
	1	Low non--monetary benefits and rewards	Non-monetary benefits and rewards	
	2	Using credit cards as non-monetary benefits		
3	Contracting with hotels, inns, ... as non-monetary benefits			
3	Sub-category		Category	
	1	Inappropriate working and non-working live conditions of talented people	Work and non-working lives of talented people	
2	Little attention to working and non-working live conditions of talented people			
4	Sub-category		Category	
	1	High voluntary turnover rate	Voluntary and non-voluntary turnover rate	
2	Almost zero rate of non-voluntary turnover			
5	Sub-category		Category	
	1	Inappropriate and late payments	The most turnover reasons	
	2	Lack of appropriate welfare facilities		
	3	Lack of motivating rewards		
4	The lack of invariability and challenging work			
6	Sub-category		Category	
	1	Unemployment	The most important reasons for joining to company	
	2	Job stability		
3	Congruency between education and income			
7	Sub-category		Category	
	1	Difficulty in replacement for talented people while leaving the company	Alternatives for turnover of talented people	
2	Documenting the experiences of talented people to reduce the disadvantages while leaving the company			
8	Sub-category		Category	
	1	Seeing future retirement as a threat rather than as an opportunity for upgrading the existing middle employees	Retirements of talented people	
2	Prediction negative impact of future pensions on productivity of the company			

As can be seen in the above table, the talent maintenance dimension can be reviewed with 8 categories. The categories include; current system of compensation and benefits for talented staffs, non-monetary benefits and rewards, work and non-working lives of talented people, voluntary and non-voluntary turnover rate, the most turnover reasons, the most important reasons for joining to company, alternatives for turnover of talented people and retirements of them. Analyzing sub-categories of each category represent available gaps in the maintenance categories. This analysis will be considered in following by providing some appropriate recommendations.

Experts' views on the category of the current system of compensation and benefits for talented staffs indicate that the motivating and non-monetary rewards using in the company are inadequate. It is suggested that variety of non-monetary compensation systems be used such as scholarships, providing places of residence - at home and abroad for leisure, incentive leaves, vouchers of certain brands, scholarships for privileged children of gifted staffs and so on.

For voluntary turnover, it is suggested that a committee be formed to recognize the causes and origins of this type of turnover and be tried to find out practical strategies for overcoming these challenges. For example, in relation to the lack of invariability and challenging work that are considered as some causes of dissatisfaction in the company, It is suggested that motivate talented employees through a variety of strategies like job enrichment by means of techniques such as combining tasks, creating natural work units, job enlargement, making connection with clients and stakeholders, and opening practical feedback channels.

Since the replacement of skilled human capital leaving the company is not easy, it is proposed to reduce the damage of this deficiency by documenting the experience of talented people. Also, because of voluntary turnover of middle potential employees, retirement of talented employees in future will have a negative impact on productivity

and it will be a threat for the company rather than benefit for the promotion of middle forces. Therefore, it is recommended that to gratitude and celebrates their accomplishments during the period of employment and prevent from the retirement of experienced and talented people as much as possible.

DISCUSSION AND CONCLUSIONS

Talent management process is a critical need for enterprises. Nowadays, most organizations agree that the human capital is a competitive advantage. Reviewing PONE's vision also shows that quantitative and qualitative development of human capital with the aim of achieving and maintaining strategic excellence among national and international industrial companies in the field of human resources is the first priority of the company that at the next levels, it is considered by the strategies of attracting qualified and experienced human capital, maintaining, improving and developing them. Despite the efforts of various organizations and companies in this regard, studies show that attracting talented people does not guarantee the benefits of competitive advantage. This research focuses on understanding and analyzing the current status of talent management process in PONE to finally propose executive strategies in this company. The establishment of such a system will ensure that organization has the right people and is able to develop and maintain them by appropriate mechanisms. In addition, organizations can gain great benefits from the talent management process such as identification of future personnel needs that are aligned with organizational strategies, identification of educational and work experience implications for various positions, identification of staff training needs leading to paramount quality, better education, and more effective work flow, identification of key positions, challenging career opportunities, employee empowerment, protection of organizational memory through both knowledge-sharing in organizations and keeping talented people, motivation increase, job commitment, job satisfaction, organizational effectiveness, etc. (Meyer, 2005). Jamshidi et al (2012) have explored 12 essential competencies that human resource managers and professionals in construction industries should have. These essential competencies are; achievement orientation, team building and team working, Leadership, communication, HR professional skills and knowledge, empowerment, time management, stress management, creativity and innovation, change management, crisis management and risk management. Furthermore, Syed and Xiaoyan (2013) have explored the linkage between strategic human resource management practices and company performance. Based on their findings, strategic human resource management (SHRM) practices including training and development, employee participation, performance-appraisal, internal career opportunities were positively related to company performance and importantly, among these practices, employee participation was the strongest predictor.

Overall, needed talents are discovered based on what was mentioned so far and considering comprehensive factors such as exploring and specifying the gaps between current skills and future needed talents in organization, determining discovering approach of talents (insourcing / outsourcing), and setting different kinds of skills and competencies that are required to implement the business strategy and making talent pool. After discovering talents, these talents must be grown, developed and flourished by applying intelligent and wise policies such as determining talent development goals, assessing present situation of talents, surveying affecting external factors on talents, SWOT analysis on talent development, choosing a long-term strategy to talent development, and implementing and evaluating this strategy. In the following of the cycle of strategic talent management, while assessing and adjusting talents, it is necessary to pay attention to desired coordination and concord among characteristics of talented people, organizational properties and implications and strategic direction of the organization. And, finally, it should be noted that talent maintenance includes factors such as considering the changes of individuals and organization, the psychological contract between individuals and organizations, providing development opportunities, making commitment to executive staff, balance between work and personal life of talented employees, taking advantage of performance management system and using performance-based reward system. Figure 2 shows the explored talent management process in PONE.

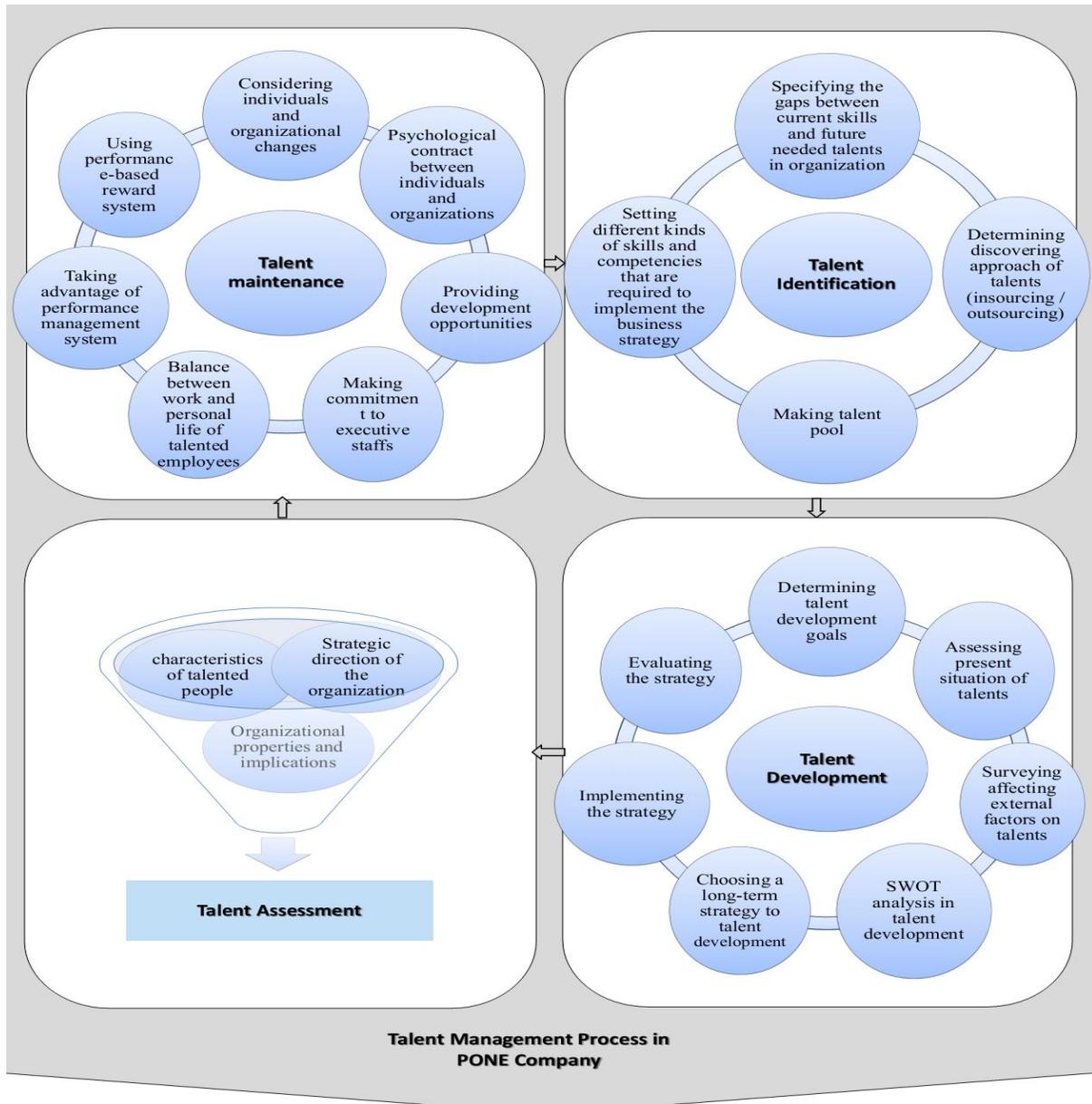


Figure 2: The explored talent management model of PONE Company.

In this way, PONE is able to succeed as a pioneer organization in industry field to achieve performance increase, individual and organizational effectiveness, and credibility and so on.

In general, the results of this study can help those people who are responsible for hiring, promotion, training, development and evaluation of talented employees in PONE in order to inform them to make appropriate decisions. Also, It helps the high-level decision makers of company to be aware of where and how to focus their efforts and resources to ensure the maximum impact on employee commitment. Among the important features of this study, its comprehensiveness in relation to considering all dimensions and components associated with talent attraction, talent development, assessment and maintenance can be pointed out. Because, the previous research in the field of talent management are generally partial and in the best ones only some determinate components are focused

However, this study also has some limitations, like any other research, but these limitations can open up new areas for future research and guide for further research in this field. Thus, because of limited background of this field of research in Iran, it is expected to pay much attention to further localization of international and applicable talent

management. Also, the pursuit of implementation flow and efficiency of the proposed model and the effect of external factors on talent management are some advices hopefully to be considered in future research.

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