

DESIGNING INTEGRATED CONCEPTUAL MODEL OF TALENT MANAGEMENT USING META-SYNTHESIS APPROACH

Mohammad Koochi Khor^{1*}, Amin Raza Kamalian¹, Nour Mohammad
Yaghoubi¹, Aliasghar Pourezzat²

¹Faculty of Management and Economics University of Sistan and Baluchestan, Zahedan,
Iran

²Faculty of Management, University of Tehran, Tehran, Iran

*Corresponding author's e-mail: m_koochi210@pgs.usb.ac.ir

Received: 12 June 2019

Accepted: 4 June 2020

Online First: 1 September 2020

ABSTRACT

It is widely accepted that in the recent economic downturn, there are many demands for talent, and thus many organisations employ talent management systems to create a competitive advantage. The lack of an integrated talent management process, as a strategic approach, leads to a waste of time, effort, and money. The present study aims to provide an integrated model of talent management using the meta-synthesis approach. This study falls within the category of applied research in terms of purpose and meta-synthesis in terms of methodology. The researchers in this study, in a meta-synthesis way, have carefully scrutinised the topic and combined the findings of both quantitative and qualitative research studies. In this regard, 3615 research studies in the field of talent management and integrated talent management were selected by searching in Web of Science (2008-2018), Magiran, University of Tehran's magazines, and international databases of papers and books; and finally, based on 106 studies underwent content analysis, dimensions and codes were extracted, and the significance and priority of each one were



Copyright© 2020 UiTM Press.
This is an open access article
under the CC BY-NC-ND license

PENERBIT  PRESS
UNIVERSITI TEKNOLOGI MARA

determined using the Shannon entropy. Based on research findings, management and planning codes for succession, learning, and talented employee involvement; organisational acceptance; and talent strategy relationship with business strategy, progression management, and organisational culture had the highest impact. Finally, according to the extracted components, the proposed model was presented.

Keywords: *talent, integrated, talent management, meta-synthesis, Shannon Entropy*

INTRODUCTION

In this digital era technology is advancing rapidly, and technologies such as artificial intelligence, mobile operating systems, sensors, and social collaboration systems have revolutionised everything (Ribeiro & Machado, 2017). The power of an organisation lies in its people (Gholipour & Eftekhari, 2017). In the past, individuals needed organisations, but in the modern era, pioneering organisations needed to trained, knowledgeable, and skilled people in specific situations (Adamsen, 2016). In the business world, it is the talent that drives performance; therefore, there is a lot of competition for attracting skilled people, those whose efficient maintenance and management are difficult in this situation (Cappelli, 2008). Advanced technology trends in the late '90s showed that requiring more talented employees was more than the supply of them which led to a sense of lack of talent (Tarique & Schuler, 2010). Little by little, the knowledge, skills, and competencies of employees, important competitive advantages, increased the need for talent and this was recognised as an important source of organisational competitive advantage (Collings & Mellahi, 2009). Nowadays most industry leaders acknowledge the need for investment in the talent management process and consider attracting and retaining talent as the most important challenge for industries (Venkatesh, 2017). During the economic boom, talent management was prevalent as much as it was in times of recession and economic and financial uncertainty (Tarique & Schuler, 2010). Talent Management challenges include 1. lack of skilled talent in key positions; 2. lack of talent at all levels; 3. employee involvement less than optimal; 4. lack of high potential leaders in the organisation; 5. lack of superior talent compared with other organisations (Manpower group, 2014). The

research team at The Boston Consulting Group and World Federation of People Management Associations (2012) confirmed that the most important human resource priorities are talent management, improving leadership development, and strategic human resource planning (Strack *et al.*, 2012: 7). Many studies have also been done on the importance of identification and evaluation of talent, but little attention has been paid to the operational status of talent; while more attention to talent resource has led to the neglect of the untalented ones (McDonnell, 2011). Previous studies indicated that the emphasis on talent management has been on attraction, retention, and development components. On the other hand, having an integrated system in the field of human resources produces synergy in the organisation. The application of integrated talent management leads to a strategic change in the management of human resources of the organisation in such a way that by predicting how to attract, select, educate, develop, promote and transfer the employee to the organisation can be planned to fill key positions in the future through the training and management of talented individuals. This integration of talent management causes individuals and occupational information to meet strategic needs (Cheraghali *et al.*, 2015). Malaysia is still facing difficulties in developing talent and those talented skilful individuals in Malaysia are gradually leaving. Simultaneously, the education system is producing graduates each year, but these graduates are unable to fulfil the skills demanded by the organisation. Malaysia's human capital situation is at the critical phase not only with skill shortage, but also criticisms on lack of creativity and English proficiency, constantly has been ranked high among the top obstacles faced. Comparing Malaysia on unskilled and semi-skilled laborers with some of the advanced economies, for instance, Japan, Singapore, and Taiwan, indicates that Malaysia is still in higher rank of the group (Sharmaine *et al.*, 2019). Therefore, it is necessary to design an integrated talent management model. Given the importance of talent management in the current era and the studies of the Boston Group and the World Federation of Personnel Management, it seems necessary to direct the research in this area towards integrated system development. Therefore, in this research, it was attempted to present a unified model by examining previous research and models of talent management. As a result, the main aim of this study was to determine the dimensions of integrated talent management, as a coordinated system, for managing human resource talent by determining dimensions and relationships between components.

LITERATURE REVIEW

Talent management

Talent management originated from 1865 (Simonton, 2001) in the fields of management, arts/entertainment, literature, sport management, and elementary education (Michaels *et al.*, 2001). It is also claimed that the term 'talent management' originated from Second World War (Kasmi, 2011), however, its strategic importance emerged when McKinsey and Company noted in the late 1990s that human resource management was a war for talent (Scullion *et al.*, 2010). This war for talent was because of multinational companies being worried about human resources as well as lack of talent (Makela *et al.*, 2010). The term talent management, in the book 'War for Talent', is defined as the demonstration or replacement of human resource management (Michaels *et al.*, 2001). On the whole, in the business world, a person is considered talented if he has both intrinsic and acquired skills (Silzer & Dowell, 2010).

Since the advent of human resource management, several terms have been used: personnel management, human resource management, and strategic human resource management (HRM) and, at present, talent management (Iles *et al.*, 2010). Duttagupta (2005) identified talent management as strategic management of talent through the organisation, whose goal is to guarantee the availability of talent to match the right people to the right occupations at the right time, based on strategic business goals (Duttagupta, 2005). Silzer and Dowell (2010) also considered it as a collection of practices, programme, and cultural norms that are designed and implemented by the organisation to attempt to attract, develop, deploy and retain talent, to achieve strategic goals and fulfill future business needs (Ribeiro & Gomes, 2016; Dries, 2013). Tarique and Schuler (2012) introduce four development trends in talent management that affect how to attract, develop, maintain, and equip talents. 1. Skill deficiency at the workplace: organisations around the world face difficulties in finding the right talent (Jeff Schwartz, 2011; Kazmin *et al.*, 2011; Meisinger, 2008; Payne, 2008; Sridharan, 2007).

In the study of ManpowerGroup (2011), 34% of employers found it difficult to find the right talent to fill the situation (Tarique & Schuler, 2012). 2. Demographic change: current trends indicate that the population of developed countries is declining and aging, while the size of the population is wider and younger in countries with developing economies (Strack, Baier, & Fahlander, 2008). One of the reasons for demographic changes is the creation of different generations of employees (Calo, 2008; Tarique & Schuler, 2010). 3. Changing attitudes toward work and work structure: attitudes toward work have changed dramatically in some countries (Erickson, 2008; Gratton, 2010). Traditionally, a set of jobs or situations fluctuates between individuals with horizontal and lateral movement in the organisation, and the employer invests significant resources for the training and development of their employees (Tarique & Schuler, 2012, Korkki, 2011). 4. Cultural differences of countries: the culture of a country plays an important role in the management of international human resources (Gerhart & Fang, 2005; Rowley & Benson, 2002; Schneider, 1988). The culture of any country can directly or indirectly influence the design of human resources management policies and practices, how to collaborate and how to influence the behaviour and performance of employees at the individual and organisational level (Gerhart & Fang, 2005; Hassi, 2012; Lertxundi & Landeta, 2011; Miah & Bird, 2007; Schneider, 1988). The main origin of talent management can be attributed to a strategic look at human resources and high performance and value creation systems from organisations (Devanna *et al.*, 1981; Porter & Kramer, 2011).

In recent years, organisational talent management has become one of the vital priorities of human resources (Bersin *et al.*, 2010). In the case of human resource management and talent management, there are different opinions; some believe in the difference between them; some consider them the same. The main difference between them is that the human resource process is applied to all employees while talent management is targeted at talent training programmes for a smaller group (employee with specific talents) (Hoekman & Vlugt, 2013). Hiring and choosing is a key activity, which is the basis for the formation of human resource management through attraction, development, and reward (Newell, 2005; Lievens & Chapman, 2010).

Although critics believe that these changes in Human Resource Management HRM are in fact management fashions (Huczynski, 1993) because they describe only a part of human resource management and do not significantly differ from each other. Coordination of a talent management strategy with business goals leads to the integration of learning outcomes and systems and creates a talent mindset machine in the organisation (Ashon & Morton, 2005; Cappelli, 2009). The integrity of talent management means how the HR unit has been structured to respond and present talent management programmes (Gholipour & Eftekhar, 2017). Unified talent management is the very combination of different talent management talents to attract, develop, involve, and retain the key talent in the organisation. These talent management skills include the unique activities of human resource planning, attraction and selection, organisational acceptance, employee learning and development, employee involvement, performance management, and so on; processes which through data sharing and retrieval, integrate a stream of organisational functions. The lack of integrated management of talent management affects both the human resources sector and the entire organisation (including other sectors and functions). The lack of a unified talent management process as a strategic approach leads to the waste of time, effort, and money, and reduces the impact of employee involvement initiatives and ultimately reduces organisational performance. In the integrated framework of talent management, sharing information from one learning to another should be done easily (Venkatesh, 2017). Research studies indicate that the main problem for companies are the development of a robust, simple, and systematic approach to designing an integrated system, as well as creating a suitable route for achieving it. The path to unified talent management is the path to change, not a slow and gradual process; overarching change management to ensure that the business can achieve what is desirable (Gholipour & Eftekhar, 2017; Rice 2012). Most published literature on talent management refers to the integration of talent learning processes with other elements of human resource management or within the own talent management system (Silzer & Dowell, 2010; Morton, 2005). Focusing on building business abilities, through the coordination of the various functions of talent management (attraction, maintenance, development, retention, and etc.), enables integrated management of talent to have a stronger impact on business outcomes (De Tuncq & Schmidt, 2013).

All steps involved in the process of talent management should be coordinated with the entire organisation's strategy. Therefore, all talent management activities should be integrated with the talent strategy and human resource planning of the organisation, as a stimulus to all talent management activities (Venkatesh, 2017). Deloitte's (2017) research on human resources trends emphasizes ten trends as follows: 1. organisation of the future; 2. careers and learning; 3. gaining talent; 4. experience of an employee; 5. performance management; 6. leadership; 7. digital human resources; 8. analysis of employee; 9. diversity and flexibility; 10. careers' future (Ribeiro & Machado's, 2017). Philips and Roper provide a framework for talent management, including five elements of attraction, selection, involvement, development, and employee retention, with the core of this framework being values and competencies (Phillips & Roper, 2009). Collings and Mellahi (2009) present a theoretical model of strategic talent and conceptual boundaries of talent management that helps managers manage their talent management issues.

Collings and Mellahi (2009) present a theoretical model of strategic talent and conceptual boundaries of talent management that helps managers manage their talent management issues. Ping (2011) has identified five talent management methods: 1. talent attraction; 2. talent selection; 3. talent involvement; 4. talent development; and 5. talent retention. Lardner and Romans (2005) presented the Becton Dickinson (DB) model that considers talent management to be a systematic approach, based on the lifecycle of employment to retirement. They call this cycle a Human Capital Pipeline. It is a systematic thinking model that links all organisational systems, begins with business analysis and development, and after identification, leads to talent attraction, concentration, evaluation, training, development, rewards, retention, motivation, and ultimately promotion and transfer (Lardner & Romans, 2005). Eghbal *et al.* (2017), in their research study 'Identifying the faculty members' talent management components at the university', proposed a model with seven main components: 1. identification of the needs of talent; 2. identification of talent resources; 3. evaluation of various options for finding and attracting talent; 4. development of talent; 5. talent deployment; 6. talent retention; and 7. evaluation and coordination of the management activities. This model is shaped by the talent-oriented attitude and talent-oriented culture (Eghbal *et al.*, 2017). Venkatesh (2017) has also designed a model in which the integrated dimensions of talent management

such as human resource planning, attraction and selection, organisational acceptance, occupational learning, and employee development, employee involvement, performance management, service compensation management, succession management, and retention management are considered (Venkatesh, 2017). The University of California also defines Unified Talent Management as part of the overall Human Resources Strategic Planning System at the University of California, which connects the entire system of human resource functions from talent planning to acquisition, organisational acceptance, performance, learning, and succession. In the talent management chain, human resources and the manager work together to guide the employee's experience through the attraction phase, from employment to retirement or transfer. This model includes the following dimensions: talent attraction (attraction and acquisition planning); deployment (onboarding and integrity, and performance management); and development and retention (individual leadership and management development, succession, preparation, and maintenance) (University of California, 2017). In The Best Practice Institute (BPI) Integrated Management Model, successful companies have also focused on organisational strategy, business development, operations, and financial affairs, and place vacant seats for the talent management board alongside traditional business. BPI has also developed a six-stage system for talent management: 1. business diagnosis; 2. talent assessment; scheduling design; 4. implementation and performance; 5. support during work; 6. labour assessment. All of these processes are driven by human resource knowledge and design (Goldsmith *et al.*, 2009).

METHODOLOGY AND MODEL

The present study is an applied meta-synthesis with a documentary approach. In the present research, the data included previous studies (articles, books, and dissertations), on talent management as well as the integrated models of talent management. Purposeful sampling was carried out by including the most relevant studies. During this research, 106 studies were selected in which the talent management model and integrated talent management model were discussed indirectly, as well as in other variables, indirectly. To analyse the data, a qualitative approach was used. Also, Atlas TI and SPSS software's were used for research ranking and coding. In order to investigate the reliability of the studies used in this research, the vital tool of Glynn was

used, which can be used for evaluating all applied research projects. Such a tool will develop the skills needed to evaluate, read, and write articles. To evaluate primary studies, Critical Appraisal Skill Programme (CASP) was used. The questions of this tool were categorised into ten factors including research objectives, method logic, research design, sampling method, data collection, reflexivity, ethical considerations, the accuracy of data analysis, clear explanation of findings, and research value. Based on a score of 50 points (each factor five points), each article with a total score of less than 30 (lower than good) was not accepted. Conducting meta-synthesis requires the researcher to consider a thorough and deep review of the subject, and combine relevant qualitative findings with each other. Qualitative meta-synthesis is a coherent approach for data analysis in qualitative studies (Talafi-Darmani & Khabiri, 2017). In this research, Sandelowski and Barroso's Seventh-step method was used which consists of the following stages: (a) developing research questions; (ii) systematic review of texts; (iii) searching and selecting appropriate articles; (iv) extracting article information; v) analysis and combination of findings; vi) quality control; and vii) reporting the findings (Soltani & Shaemi Barzoki, 2017: 58; Sandelowski & Barroso, 2007).

Step one: Developing the research question. To determine the research question, population study along with the what, when, and how the methodology is used such as: what are components of the integrated talent management model?

Step Two: Systematic review of the literature. At this stage, there is an emphasis on a systematic review of the articles published in various journals, and the related keywords are chosen. Current review studies have been done in a systematic way (Soltani & Shaemi Barzoki, 2017). Firstly, the published studies were collected in English and Persian databases during the years 2008-2017 in Web of Science and Magiran databases and were compared after analysis. Various keywords such as talent, talent management, global talent management, and integrated talent management were used to search for research articles. As a result of searches, 3615 articles, theses, and books were found.

THE FINDINGS

Step 3: Search and select appropriate texts. To select the appropriate articles, based on the algorithm shown in Figure 1, various parameters such as title, abstract, content, availability, and quality of the research method was considered. The purpose of this step was to delete articles whose findings were not reliable. Therefore, it is usually used to assess the quality of the preliminary studies of qualitative research using the Critical Appraisal Skills Programmeme (CASP).

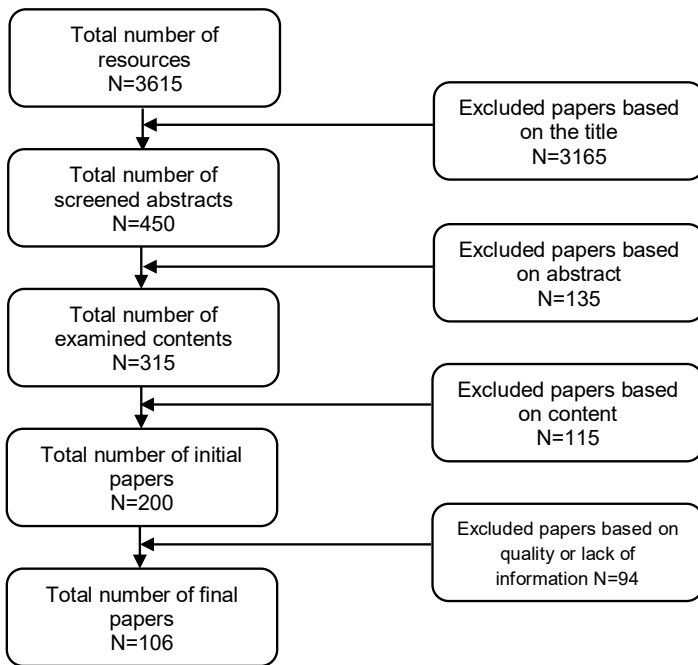


Figure 1: Algorithm for the Selection of Final Research Studies

Step 4: Extracting the information of the text. In meta-synthesis, the researcher continually reviews selected and finalised articles in order to access the individual content findings in which the initial studies are done. In the present study, the articles are first categorised based on the main topic of the articles in the field of talent management. Then the reference for each article was registered (author’s name, year, the title of the article). And finally, the main components of talent management mentioned in the article were extracted.

Step 5: Analyse and combine qualitative findings. In meta-synthesis, the selected and finalised articles are repeatedly reviewed for separate in-content findings in which the original studies are performed. The criteria and sub-criteria of the model were also determined. The goal of meta-synthesis is to provide an integrated and new interpretation of the findings. The topics provide the basis issues for explaining models, theories, and hypotheses of the study (Sandelowski, 2007).

First, all the extracted factors from previous models and criteria that were visible in the previous steps, were considered as codes. Then, considering the concept of codes, some of them were grouped in the same sense. In this way, research concepts are formed. Based on the meta-synthesis method presented in Table 1, the component, criterion, and sub-criteria of talent management were presented and; therefore, the original model of integrated talent management was designed. Based on the review and content analysis of the articles, 106 final papers (domestic and international) were selected. On the whole, six categories, 17 concepts, and 116 codes were identified for the components of the integrated management of talent model in this study. Table 2 shows the extracted codes associated with each category and concept.

Table 1: Categorisation of the Results

Category	Concepts	Codes	Some references for codes
Planning talent needs	Development of talent strategy	The relationship between talent strategy and business strategy, creating a new human resource design and location planning and management, talent planning and strategy, organisation strategy coordination, Alignment of management operations defining goals and strategies, strategy planning, total management system efficiency.	Ringo <i>et al</i> , 2008; McDonnell <i>et al</i> , 2010; Phillips and Roper, 2009; Collings and Mellahi, 2009; Harvey, 2009; Schuler <i>et al.</i> , 2011; Ping, 2011; Tarique and Schuler, 2012; Cappelli and Keller, 2014; Venkatesh, 2017
	Talent infrastructure	Career design, position definition, key talent resource, competency management, human resource, world talent management, basic integration, human resource development.	

Identifying talent needs	Identification of key positions of talent	Identification and evaluation of gaps/ talent situations, talented labour gap analysis, talent channel integrity, expectation evaluation, the definition of key positions.	Andres Hatum, 2010; Hartmann <i>et al.</i> , 2010; Kirkland, 2009; Collings and Mellahi, 2009; Schuler <i>et al.</i> , 2011; Venkatesh, 2017
	Talent resources	Development of talent profile, ensuring competence, key talent resource, division of specific talent.	
	Talent identification	Knowledge talent identification, processes and frameworks of prediction, talent assessment, talent evaluation, demographic variables, talent imagination.	
Talent attraction	Acquisition	Executive branding, sourcing, determining key positions, talent seeking, identification, and separation, simulation, employee recruitment.	Huk, 2011; Hughes and Rog, 2008, Iles <i>et al.</i> , 2008; Phillips and Roper, 2009; Ping, 2011; Chen, 2011; Tarique and Schuler, 2012; Marants, 2012; Glenn, Tonina, 2014; 2012; Venkatesh, 2017. Jahangiri and Abaspoor, 2017; Parish <i>et al.</i>
	Employment	Talent identification, attracting foreign and domestic talent, increasing efficient employees, external and internal employees.	
	Selection	Skills (individual, specific, conceptual; leadership), top preparators, external and internal employment, talent assignment.	

Talent deployment	Onboarding	Organisational pride, loyalty development, and loyalty, organisational culture, social responsibility of the organisation, organisational satisfaction, order.	Kirkland, 2009; Harvey, 2009; Marants, 2012; Marants, 2012; Glenn, 2012; Tonina, 2013; Venkatesh, 2017
	Application of talent	Design and implementation of development programmes, talent development methods, adjustment, and development of talent. Communication and motivation.	
	Performance management	Performance management methods, 360-degree feedback, performance revision, organisational learning, process reengineering.	

Talent development and growth	Job involvement	Internal rewards, internal and external motives, knowledge sharing, talent alignment, active participation, teamwork, employee motivation, communications, employee participation.	Phillips and Roper, 2009; Kirkland, 2009; Harvey, 2009; Ping, 2011
	Career management	Knowledge competence development, internal plans for development, innovation and initiative, development integrity, learning management, career progression, and promotion opportunities, equipping the talent, evaluation, and promotion process.	
	Talent training	Talent revision, maturity management, employee development, maturity management, training, and development system, consistency and transfer, executive development, knowledge creation, evolution.	

Talents maintenance and preservation	Succession planning	Organisational development, and learning, strategic leadership, leadership channel, channel management, competency management, talent possession.	Kirkland, 2009; Harvey, 2009; Walter <i>et al.</i> , 201; Ping, 2011; Tarique and Schuler, 2012; Venkatesh, 2017
	Compensation	Performance reward, performance financial motives for talented employees, job rankings, reward, and appreciation, talent retention system, consequences, financial incentives, payment.	
	Organisational support	Employer social responsibility, executive support, welfare services, intent to leave, support, and reinforcement, open culture atmosphere, hygiene factors, supervision and control, underlying conditions.	

Step 6: Extract Codes Control. In this study, Kappa Index has been used to maintain the quality of the study (Soltani & Shaemi Barzoki 2017). Because in the design stages of the model, the criteria of the previous models were considered as codes and considering the semantic similarities between the codes, it was attempted to integrate and create concepts. In order to control the extraction concepts, expert judgement was used. The Kappa index varies from zero to one. The closer the number to one, the greater is the consensus between the ranks. The value of the index was calculated using SPSS software at a significance level of 0.000 of the number -0.845. Since the significance value is less than 0/05, the assumption of the independence of the extracted codes was rejected. Also, the code extraction had good reliability.

Table 2: Kappa Index Values

	Value	Standard deviation	P-value
Kapa agreement	0/845	0/078	0/000
Number of valid items	116		

At this stage, content analysis is transformed into a form of data that can be compared and compared as a phase of information flow through which the content of the communication is transformed by applying a set of classified and systematic rules. The Shannon Entropy method considers data processing in content analysis much more robust. This method in information theory is considered as an indicator for measurement of oddity, which is expressed by considering a probability distribution (Azar *et al.*, 2008). In this method, messages are first counted according to the categories in terms of frequency, based on the proportion of each response, and the amount of information of each category is calculated by the importance of each one. Table 3 shows the ranking and importance of the codes associated with the Integrated Potential Management Model. Also, relations in Shannon entropy are as follows:

$$E_j = -k \sum_{i=1}^m P_{ij} * \ln P_{ij} \quad i = 1, 2, \dots, m$$

$$d_j = 1 - E_j \quad W_{ij} = d_j / \sum d_j$$

To calculate the weight of each of the concepts, the total weight of the codes of that concept is calculated, and based on the weights obtained in Table 3, a ranking has been made¹.

Table 3: Ranking and Coefficient of Significance of Codes and Concepts of Talent Management

Concepts	Codes	F	P iPjLijN	Uncertainty E _j	W _{ij}	Rank in concepts	Total rank
Talent development strategy	The relationship between talent strategy and business strategy	7	-1.946	0.4094	0.0150	1	4
	Talent strategy planning	4	-1.386	0.2916	0.0107	2	7
Talent infrastructure	Key talent resources	10	-2.303	0.4844	0.0177	1	4
	Competency management	7	-1.946	0.4094	0.0150	2	4
Identification of talent key situations	Identification and evaluation of gaps/talent positions	2	-0.693	0.1458	0.0053	2	9
	Evaluation of expectations	2	-0.693	0.1458	0.0053	2	9
	Definition of key positions	4	-1.386	0.2916	0.0107	1	7
Talent pools	Talent profile development	5	-1.609	0.3386	0.0124	1	
	Key positions	3	-1.099	0.2311	0.0084	2	8
	Ensuring competence	3	-1.099	0.2311	0.0084	2	8
Talent identification	Talent identification	4	-1.386	0.2916	0.0107	2	7
	Positioning	5	-1.609	0.3386	0.0124	1	
	Talent assessment	4	-1.386	0.2916	0.0107	2	7
Acquisition	Employee recruitment	4	-1.386	0.2916	0.0107	2	7
	Employer branding	6	-1.792	0.3769	0.0138	1	5
	Talent seeking	4	-1.386	0.2916	0.0107	2	7

DESIGNING INTEGRATED CONCEPTUAL MODEL OF TALENT MANAGEMENT

Employment	Talent identification	4	-1.386	0.2916	0.0107	1	7
	Attracting domestic and foreign talent	3	-1.099	0.2311	0.0084	2	8
	Increasing employee efficiency	4	-1.386	0.2916	0.0107	1	7
Selection	Talent assignment	4	-1.386	0.2916	0.0107	1	7
	Top factors	3	-1.099	0.2311	0.0084	2	8
Onboarding	Organisational acceptance	11	-2.398	0.5044	0.0184	1	3
	Organisational culture	7	-1.946	0.4094	0.0150	2	4
Talent deployment	Planning and implementing	3	-1.099	0.2311	0.0084	2	8
	Development programmes						
	Talent development methods	5	-1.609	0.3386	0.0124	1	6
	Adjustment and deployment of talent	5	-1.609	0.3386	0.0124	1	6
Performance management	Performance management methods	6	-1.792	0.3769	0.0138	2	5
	Learning	13	-2.565	0.5396	0.0197	1	2
Involvement	Talented employee involvement	13	-2.565	0.5396	0.0197	1	2
	Employee motivation	7	-1.946	0.4094	0.0150	2	4
Career management	Employee progress management	7	-1.946	0.4094	0.0150	1	4
	Innovation and initiative	6	-1.792	0.3769	0.0138	2	5
Training	Development and training system	4	-1.386	0.2916	0.0107	2	7
	Executive development	5	-1.609	0.3386	0.0124	1	6

Succession planning	Talent possession	4	-1.386	0.2916	0.0107	2	7
	Succession management and planning	15	-2.708	0.5697	0.0208	1	1
	Strategic leadership	4	-1.386	0.2916	0.0107	2	7
Compensation	Performance bonus	5	-1.609	0.3386	0.0124	2	6
	Reward and appreciation	6	-1.792	0.3769	0.0138	1	5
Organisational support	Executive support	4	-1.386	0.2916	0.0107	1	7
	Welfare services	3	-1.099	0.2311	0.0084	2	8
	Underlying conditions	3	-1.099	0.2311	0.0084	2	8

According to Table 3, the codes of management and planning of succession, learning, the involvement of talented employees, organisational acceptance, competency management, talent resource and talent strategic relationship with business strategy had the highest importance and the highest rank among the codes. This means that in talent management models, more attention has been paid to these issues and their repeatability. On the other hand, the development and improvement of talent, talent retention, planning talent needs, deploying talent, identifying talent needs, and attracting talent, respectively, are the most important.

Step 7: Presentation of results. Based on previous studies and extracted codes, the main components of integrated talent management include 1. planning talent needs; 2. identifying talent needs; 3. talent acquisition; 4. deploying talent; 5. talent development and improvement; 6. talent retention.

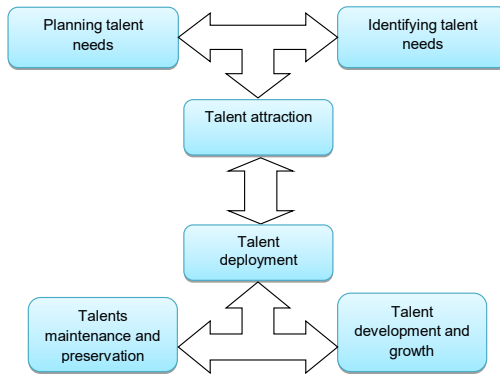


Figure 2: Proposed Integrated Talent Management Model (Research Findings)

SUMMARY AND CONCLUSION

Talent management is one of the most important issues discussed in organisations, but prior to its implementation in the organisation, it should be agreed on its scope and objectives. In order for talent management to be effective, the quantitative and qualitative needs for talent in the organisation based on goals and business strategy needs to determine. Key concepts and key features of talent management include a clear understanding of the current and future strategy of organisations, an understanding of the gap between the current and desired status in terms of talent, the design of a comprehensive programme for talent management by eliminating and bridging these gaps.

Consequently, in order to achieve the integrated management of human resource talent, considering the current strategies, future challenges of human resources are considered. The results of this study are in line with models such as Venkatesh (2017) that provide a framework for unified talent management for health improvements (with a strategic approach), such as consideration of human resource planning, organisational acceptance, employee involvement, service compensation, and retention management. Also, the University of California model, which considers attracting, deploying, and developing and retention as the main dimensions, is also consistent with the findings of this research. Moreover, the dimensions of

the proposed model of research here are consistent with the dimensions presented in the integrated BPI talent model, such as key dimensions and learning and development, workforce planning, talent acquisition, service compensation, and performance management in sub-branches. The main concepts of this research are also consistent with the Fisher-Roper model (2009) in terms of concepts such as selection, acquisition, and retention. Therefore, it can be claimed that the proposed model in this study is a comprehensive combination of previous models. In addition to the characteristics of the previous models, the categories presented in it show the close relationship between human resource management and talent management. In the current era, paying attention to talents for organisations in a competitive environment has become a priority and has transformed the future trends of human resource management with regard to technological, ecological and structural changes. If talent management is a major issue for human resources nowadays, this trend may be subject to many changes in the future, and it is the organisations that must work to achieve the best practices in order to succeed in the competitive market. According to the proposed model, it is suggested that future researchers explore the possibility of implementing unified talent management in various organisations and centers, as well as assessing the model presented in various industries in the light of future studies approaches to integrated talent management.

NOTE

Considering a large amount of table information, the researcher only lists the codes that ranked 1 and 2 in the table.

REFERENCES

- Adamsen, B. (2016). *Demystifying Talent Management: A Critical Approach to the Realities of Talent*. United Kingdom: Palgrave Macmillan. DOI: 10.1057/9781137508676.
- Ashton, C. & Morton, L. (2005). Managing talent for competitive advantage: Taking a systemic approach to talent management. *Strategic Human Resources Review*, 4(5), 28–31. DOI: 10.1108/14754390580000819

- Azar, A., Mirfakhreddiny, S. & Anvari Rostamy, A. (2009). Comparative study of data analysis in six sigma statistical tools and MADM techniques. *IJBQ*, 12(4), 1-35.
- Bersin, J., Harris, S., Lamoureux, K., Laurano, M., & Mallon, D. (2010). *The Talent Management Framework*. Oakland: Bersin and Associates
- Calo, T. J. (2008). Talent management in the era of the aging workforce: The critical role of knowledge transfer. *Public Personnel Management*, 37(4), 403-416. <https://doi.org/10.1177/009102600803700403>
- Cappelli P. (2008). *Talent On-Demand: Managing Talent in an Age of Uncertainty*. Cambridge, MA: Harvard Business School Publishing.
- Cappelli, P. (2009). A supply chain model for talent management. *People and Strategy*, 32, 4–7.
- Cappelli, P. & Keller, J. R. (2014) Talent management: Conceptual approaches and practical challenges. *Annual Review of Organisational Psychology & Organizational Behaviour*, 1(1), pp. 305-331, DOI: 10.1146/annurev-orgpsych-031413-091314.
- Chen, S. L. (2011, September). Research on ASD talent management system for transformation of private enterprises. Paper presented at 2011 International Conference on Electronics, Communications and Control (ICECC), Ningbo, China. DOI: 10.1109/ICECC.2011.6068146.
- Cheraghali, M. R., Ayoubi, R., & Motafi, A. (2015, February). Integrated management of talents, a step to implementing organisational strategy. Paper presented at Fourth National Conference on Accounting, Financial and Investment Management, Gordon, Australia.
- Collings, D. G. & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
- Deloitte (2010). Talent edge 2020: Blueprints for the new normal. Retrieved from <http://www.deloitte.com/assets/dcom-unitedstates/>

- Dowell, B.E. (2010). Managing leadership talent pools. In Silzer, R. & Ben E. Dowell (Eds). *Strategy-Driven Talent Management: A Leadership Imperative*. San Francisco, CA: John Wiley and Sons.
- DeTuncq, T. & Schmidt, L. (2013, September) Examining: Integrated talent management. *Talent Development*, 67(9).
- Devanna, Anne, M., Fomburn, C. & Tichy, N. (1981). Human resource management: A strategic perspective. *Organisational Dynamics*, 9(3), 51-67. [https://doi.org/10.1016/0090-2616\(81\)90038-3](https://doi.org/10.1016/0090-2616(81)90038-3)
- Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review*, 23(4), 272-285. <https://doi.org/10.1016/j.hrmr.2013.05.001>
- Duttagupta, R. (2005). *Identifying and Managing Your Assets: Talent Management*. London: PricewaterhouseCoopers.
- Eghbal, F., Hovida, R., Siyadat, S., Samavatiyan, H., Yarmohammadiyan, M. (2017). Design and development of faculty talent management process model for talent-driven universities. *Public Management Researches*, 9(34), 5-27. DOI: 10.22111/jmr.2017.3101
- Erickson, T. J. (2008). Redesigning Your Organisation for the Future of Work, Editorial. *People and Strategy*, 6-8.
- Gerhart, B., and Fang, M. (2005). National culture and human resource management: Assumptions and evidence. *The International Journal of Human Resource Management*, 16(6), 971-986. <https://doi.org/10.1080/09585190500120772>
- Gholipour, A.; Eftekhari, N. (2017). *Talent Management (Elite Identification, Elite Retention, and Elite Development)*. Tehran: Mehraban Publishing.
- Glenn, T. (2012). The state of talent management in Canada's public sector. *Canadian Public Administration*, 55(1), 25-51. <https://doi.org/10.1111/j.1754-7121.2012.00204.x>

- Goldsmith Marshall, Carter Louis & The Best Practice Institute (2009). *Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent*. San Francisco: Pfeiffer.
- Gratton, L. (2010). The future of work. *Business Strategy Review*, 21(3), 16-23.
- Hartmann, E., Feisel, E. & Schober, H. (2010). Talent management of western MNCs in China: Balancing global integration and local responsiveness. *Journal of World Business*, 45(2), 169-178. <https://doi.org/10.1016/j.jwb.2009.09.013>
- Harvey, L. W. (2009). *Talent Development and Management: Optimizing Human Performance in the Public Sector*. USA: University of Pittsburgh.
- Hassi, A. (2012). The impact of culture on corporate training design: a review of the current state of knowledge. *International Journal of Human Resources Development and Management*, 12(1/2), 119-139. DOI: 10.1504/IJHRDM.2012.044182
- Hatun, A. (2010). *Next Generation Talent Management: Talent Management to Survive Turmoil*. United Kingdom: Palgrave Macmillan. DOI: 10.1057/9780230295094.
- Hoekman, M. & Vlugt, P. V. D (2013). Assessing Talent Management Maturity: Modeling Organisational Readiness, Northgate Arinso (NGA) Human Resources.
- Huczynski, A. A. (1993) Explaining the succession of management fads. *The International Journal of Human Resource Management*, 4(2), 443-463. DOI: 10.1080/09585199300000023.
- Hughes, J. C. & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisations. *International Journal of Contemporary Hospitality Management* 20(7), 743-757. DOI: 10.1108/09596110810899086.

Huk, K (2011). Creating a corporate image in the context of talent management. In Nalpeka, A. & Ujwary-Gil, A. (Eds). *Business and Non-profit Organisations Facing Increased Competition and Growing Customers' Demands*. Warszawa: Wyższa Szkoła Biznesu – National-Louis University in Nowy Sącz.

Iles, P., Preece, D. & Chuai, X. (2010). Talent management as a management fashion in HRD: Towards a research agenda. *Human Resource Development International*, 13(2), 125-145. <https://doi.org/10.1080/13678861003703666>

Iles, P., Preece, D. & Chuai, X. (2008). Is talent management just “old wine in new bottles”? The case of multinational companies in Beijing. *Management Research News*, 31(12), 901-911. <https://doi.org/10.1108/01409170810920611>.

Jahangiri A, Abasspour Tehrani Fard H. (2017). The effects of talent management on job performance with the mediating role of work effort and job satisfaction. *Journal of Management and Development Process*, 30(1), 29-50.

Jeff Schwartz, M. D. (2011). Human Capital Trends 2011, Revolution/Evolution. Retrieved from http://www.deloitte.com/view/en_US/us/Services/consulting/all-offerings/hot-topics/human-capital-trends-2011/index.html

Kasmi, Z. (2011). Talent a critical driver of corporate performance and competitive advantage. *EXCEL International Journal of Multidisciplinary Management Studies*, 1(2), 151-161.

Kazmin, A., Pearson, S., Robinson, G., & Weitzman, H. (2011). Talent shortage adds to growth strains. Financial Times. Retrieved from <https://www.ft.com/content/5d2888c4-816a-11e0-9c83-00144feabdc0>.

Kirkland, S. (2009). Creating a common language for building a successful talent management programme: Paving the path for succession, and success, within your organization. *Transfusion*, 49(7Pt2), 1498-501. DOI: 10.1111/j.1537-2995.2009.02259.x.

- Korkki, P. (2011). The shifting definition of worker loyalty. *New York Times*, 8. Retrieved from <https://www.nytimes.com/2011/04/24/jobs/24search.html>
- Lardner, L. & Romans, J. (2005). Integrated talent management at BD Japan: How a holistic approach to talent management built a high performance culture. *Strategic HR Review*, 4(5), 16-19. <https://doi.org/10.1108/14754390580000816>.
- Lertxundi, A. & Landeta, J. (2011). The moderating effect of cultural context in the relation between HPWS and performance: An exploratory study in Spanish multinational companies. *International Journal of Human Resource Management*, 22(18), 3949-3967. DOI: 10.1080/09585192.2011.610942
- Lievens, F. & Chapman, D. (2010). Recruitment and selection. In Wilkinson, A., Bacon N., Snell, S. & Lepak, D. (Eds). *The SAGE Handbook of Human Resource Management*. Washington: SAGE Publishing.
- Makela, K., Bjorkman, I. & Ehrooth, M. (2010). How do MNCs establish their talent pools? Influences on individuals' likelihood of being labeled as talent. *Journal of World Business*, 45(2), 134-142. DOI: 10.1016/j.jwb.2009.09.020.
- Manpower group (2014). Talent management: Accelerating business performance global trends, challenges, and priorities. Retrieved from https://www.right.pe/wcm/connect/5d228cd7-296f-439d-9fa0-a443564f29b5/rm_wp_lo-res_6-27-14.pdf?MOD=AJPERES&CVID=kPHKhc0
- Marants, J. (2012). The evolution of integrated talent management. Retrieved from <http://www.ere.net/2010/07/15/business-intelligence-is-talent-Managements-new-mantra/>
- McDonnell, A. (2011). Still, fighting the “war for talent”? Bridging the Science versus practice gap. *Journal of Business Psychology*, 26, 169-173. <https://doi.org/10.1007/s10869-011-9220-y>

- Meisinger, S. (2008). Talent Shortage Challenge Must Be Met. *HRMagazine*, 53(5), 8-8.
- Miah, M. K. & Bird, A. (2007). The impact of culture on HRM styles and firm performance: Evidence from Japanese parents, Japanese subsidiaries/joint ventures, and South Asian local companies. *International Journal of Human Resource Management*, 18(5), 908-923. DOI: 10.1080/09585190701249537
- Michaels, E., Handfield-Jones, H. & Axelrod, B. (2001). *The War for Talent*. Boston: Harvard Business School Press.
- Newell, S. (2005). Recruitment and selection. In Bach, S (Eds). *Managing Human Resources: Personnel Management in Transition*. USA: Blackwell Publishing.
- Parish, R. Salarzahi, H, Moghali, A. R. & Rowshan, A. (2016). A framework for talent management in tourism industry. *Journal of Research in Human Resources Management*, 8(3), 1-29.
- Payne, S. (2008). Talent shortage has become ‘critical business issue’. *Oil and Gas Investor*, 28(4), 44-46.
- Phillips, D., R. & Roper, K. O. (2009). A framework for talent management in real estate. *Journal of Corporate Real Estate*, 11(1), 7-16. <https://doi.org/10.1108/14630010910940525>
- Ping, S. (2011). The impact of talent management practices towards organisational commitment. Unpublished Masters Dissertation, Universiti Sains Malaysia.
- Porter, M. & Kramer, M. R. (2011). The big idea: creating shared value. *Harvard Business Review*, 89(1/2), 62-77.
- Ribeiro J. L. & Gomes D. (2017). What is talent management? The perception from international human resources management students. In Machado C. (Eds). *Competencies and (Global) Talent Management*. Cham: Springer.

- Rice, A. (2012). *Integrated Talent Management and How to Get There: A Practical Approach*. North Palm Beach: Best Practice Institute and BlackBox Consulting.
- Rowley, C., & Benson, J. (2002). Convergence and divergence in Asian human resource management. *California Management Review*, 44(2), 90-109. DOI: 10.2307/41166124
- Sandelowski, M., & Barroso, J. (2006). *Handbook for Synthesizing Qualitative Research*. New York: Springer Publishing Company.
- Schneider, S. C. (1988). National vs. corporate culture: Implications for human resource management. *Human Resource Management*, 27(2), 231-246. <https://doi.org/10.1002/hrm.3930270207>
- Schuler, R. S., Jackson, S. E. & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506-516. DOI: 10.1016/j.jwb.2010.10.011
- Scullion, H., Collings, D. G., & Caligiuri, P. (2010). Global talent management. *Journal of World Business*, 45(2), 105–108. DOI: 10.1016/j.jwb.2009.09.011
- Ananthan, S. S., Manaf, H. A., Hidayati, M. & Dewi, D. K. (2019). The development of talent management in Malaysian public sector: A comprehensive review. *Problems and Perspectives in Management*, 17(2), 242-253. DOI: 10.21511/ppm.17(2).2019.18.
- Silzer, D. & Dowell, B. E. (2010). *Strategy-Driven Talent Management. A Leadership Imperative*. San Francisco: John Wiley & Sons.
- Simonton, D. K. (2001). Talent development as a multidimensional, multiplicative, and dynamic process. *Current Directions in Psychological Science*, 10(2), 39-43. DOI: 10.1111/1467-8721.00110
- Soltani, F., Shahin, A., & Shaemi Barzoki, A. (2017). Designing a talent excellence model using systematic literature review and qualitative meta-synthesis in Isfahan province gas company. *Human Resource Management in Oil Industry*, 8(32), 51-84.

- Sridharan, R. (2007). There is a shortage of talent everywhere. *Business Today*, 102-102.
- Strack, R., Baier, J., & Fahlander, A. (2008). Managing demographic risk. *Harvard Business Review*, 86, 119-128. Retrieved from <https://hbr.org/2008/02/managing-demographic-risk>
- Strack, R., Caye, J. M., Bhalla, V, Tollman, M., Von der Linden, C., Haen, P., & Quiros, H. (2012). Creating people advantage 2012: Mastering HR challenges in a two-speed world. Retrieved from <https://www.bcg.com/publications/2012/human-resources-creating-people-advantage.aspx>.
- Talafi-Dariani, M. & Khabiri, S. (2017). A comprehensive framework based on formatting method for using data mining techniques in human resource management issues. *Bimonthly Journal of Applied Studies in Management and Development Sciences*, 2(4), 13-32.
- Tarique, I. & Schuler, R. S. (2012). Global talent management literature review, and suggestions for further research. *Journal of World Business*, 45(2), 122-133.
- Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-133. <https://doi.org/10.1016/j.jwb.2009.09.019>
- Tonina, N. (2013). Integrated talent management and experience-based development. In McCauley, C. D., DeRue, D. S., Yost, P. R., & Taylor, S. (Eds). *Experience-Driven Leader Development*. San Francisco: John Wiley & Sons. <https://doi.org/10.1002/9781118918838.ch47>.
- University of California (2017). Integrated Talent Management. Retrieved from <https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/index.html>

- Venkatesh, A. N. (2017). Integrated talent management framework for healthier healthcare performance – A strategic approach. *American International Journal of Research in Humanities, Arts and Social Sciences*. Available at SSRN: <https://ssrn.com/abstract=3060127>.
- Walter, G. T., Stumpf, S. A. & Doh, P. J. (2010). Exploring talent management in India: The neglected role of intrinsic rewards. *Journal of World Business*, 45(2), 109-121. DOI: 10.1016/j.jwb.2009.09.016.