Designing a talent management model for high school: A qualitative study

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Abstract

Today, organizations have realized that if they want to be superior to their competitors, they need to design a comprehensive model of talent management. The purpose of this study is to design a talent management model for high school principals. The present study is descriptive qualitative in terms of type and deductive in terms of approach. The study's statistical population included all articles in the talent management field. Moreover, among the available articles, 33 samples were selected through targeted sampling. The statistical population of the study included all the articles in the field of talent management. Data collection tool was taking notes of documents and texts. To analyze the data obtained from notes, a content analysis technique with a deductive approach has been used. The main research question was investigated using the content analysis technique and 7 categories were identified as the main components in designing the talent management model. Findings from the data analysis showed that the 7 main components in the talent management design include: identifying and discovering talent, resources, attracting talent, resources, selecting talent, resources, developing talent resources, maintaining talent resources, evaluating talent resources as well as results from talent resources. The results of the present study show that the obtained model provides a suitable framework for moving towards the ideal situation of talent management.

Key Words: Talent, Content Analysis, Talent Management, Talent Management Components.

Introduction

The global community is changing rapidly with the development of science and technology, (Ahmadi & et al, 2018). Because of the competitive nature, the concept of talent management was first introduced in private organizations and large multinational corporations then it was widely welcomed. Recent studies have shown that a large number of large organizations are facing the problem of severe shortages of talented people. Examining the growing problems of talent scarcity in most European countries, Sparrow and Hill Trapp concluded that in the 21st century, the need for people with a wide range of skills and abilities, and also to meet the unforeseen needs of companies, is increasing. (Tansley & et al, 2007).

Therefore, people especially those who are nobility, are no longer looking for lifelong jobs and they are instantly shifting among companies and organizations. The mobile workforce, the competitive labor market, and the end of concepts such as work for life have equipped workers with transferable skills. (De Boeck, Mahmood & Othman, 2017).

That means, having talented and capable people is not only competitive advantage of the organization, but also it can compensate for the lack or violation of other resources. Given the aforementioned realities, organizations and companies

around the world compete with others to acquire talent; Therefore, businesses must have the ability to identify talented people, provide them with the necessary training and retain valuable employees for the long term, and consider strategies for performing this (Meyers, Werkom & Dries, 2017).

According to what it has mentioned above, identifying the components and indicators of talent management and discovering the characteristics of talented people can help managers of organizations in hiring and attracting people, because talented people are present in organizations and different places as well as environments, outside the organization. However, the trouble in this regard is how to identify and employ these talented forces so that investment in this field, in the long run, will lead to increased performance and productivity of the organization. So far, various models of talent management have been presented, each of which has been in a specific industry and with the identification of components and indicators in that industry, and there is no comprehensive model that includes all these components. Furthermore, indicators that the present study intends to provide a comprehensive model by studying the research conducted on talent management. Therefore, according to the issues raised, the purpose of this study is to determine the dimensions and identify the components and indicators of

talent management, which is presented in the form of a talent management model. Therefore, this research seeks to find an answer to the question: What are the components and indicators related to each of the dimensions of human resource talent management by studying the archived documents about talent management?

Cooling and Scullion define talent management as follows: Talent management is a different prediction of employees based on their relative capacity to add value to the organization's competitive advantage (Colling & Scullion, 2017.

Talent management strategy creates the conditions in which the skills of talented employees are identified and used inappropriate parts. Some organizations are not able to achieve the expected goals and results due to a lack of proper knowledge of their employees. Many redoing the work, are due to the lack of motivation, lack of proper productivity. The reason why design programs are a long way is due to the lack of proper recognition of people's talents in the work areas of the organization (Gogan & et al, 2016).

Talent management includes all organizational activities aimed at attracting, selecting, developing, and retaining the best employees and assigning them the most strategic roles (Collings & Mellahi, 2009).

in a study entitled "Methods of managing the talent and job performance of librarians in university libraries in Nigeria by

Alwatubi et al. (2021) " which was a correlational survey method, reviewed 277 questionnaires and found that the level of the job performance of librarians is average. Substitution planning is the least aptitude management method in university libraries.

Their findings showed that there is a positive and significant relationship between talent management performance and librarians' job performance. Therefore, this study concluded that talent management practices affect librarians' job performance.

Darwish et al. (2021) conducted a study to define the relationship between talent management and competitive advantage through cloud computing in the private health sector in Jordan. Analyzing 134 questionnaires from outpatient clinics in private hospitals, medical and diagnostic centers in the Jordanian private health center, they found that statistically, cloud computing has a significant impact on talent management on competitive advantages in the private health center in Jordan. Based on the results of this study, it can be seen that some consequences, including increasing awareness of the importance of talent management in the private health sector and leading them to use talent management methods, play an important role in achieving competitive advantage, the ability continues to increase activity.

(Muhammad et al., 2020) conducted a study entitled "Study of Talent Management Processes in Higher Education in Australia". The purpose of this study was to

examine the three processes of talent management (talent acquisition, talent development, and talent retention) among faculty members of Australian universities. The findings of these researchers showed that the three processes of talent acquisition, cultivation, and retention are considered as the main steps in talent management among academics.

A study by (Harun et al.,2020) entitled the Impact of Talent Management Factors on Teacher Leadership in Malaysian Schools had a purpose to investigate the relationship between talent management and teacher leadership. The results of these researchers indicate a positive and strong relation between talent management and teacher leadership in Malaysia. In other words, in the talent management model in the current research, leadership is considered as a consequence of talent management.

In a study entitled Identifying and explaining the dimensions of talent management among primary school teachers using basic theory to identify and explain the dimensions of talent management of primary school teachers in Khorasan Razavi province by Bajgiran and Nasirpour (2019) was exploratory in terms of orientation. This qualitative research was conducted with semi-structured interviews with 7 professors in the field of educational management using a purposeful approach and using theoretical saturation criteria. In this study, the findings are

analyzed in the framework of a paradigm model, including causal conditions (intellectual curiosity, strategic thinking, value creation), contextual conditions (major professional communication, perspective, risk-taking), intervention conditions (Coaching, self-examination (motivation, flexibility), strategies (strategic leadership, delegation) and results (increasing organizational productivity).

(Shahi & et al. 2020) conducted a study entitled "Identifying Behavioral Factors Affecting Talent Management: A Hybrid Technique" that the analysis of this research, which was done using the meta-combination method and note tools, shows the factors of behavior. Effective on talent management extracted from 36 articles reviewed are: 1- Identification of talents (with sub-themes: job factors, organizational factors, and individual factors), 2- Talent development (with sub-themes: career path management, interactive communication, Employee training), 3- Talent retention (with sub-themes: leadership and management factors, cultural and organizational factors).

Järvi & Khoreva (2020) conducted a study entitled "The Role of Talent Management in Strategic Renovation". The purpose of this study, as well as examining the role of talent management in strategic modernization, examining the components of talent management. The present research is conducted in terms of purpose and research

method, qualitative and with the technique of theme analysis and interviews with 36 managers of multinational companies in the Netherlands. The results of this study show that the talent management process includes identifying talents, creating opportunities for talent development, and retaining talents in Dutch multinational companies.

Al-Lozi et al (2019) conducted a case study on the effectiveness of human resource information systems in a case study of Jordanian commercial banks, following a study of the impact of talent management strategies. The statistical population of the present study was 310 employees of Tejarat Bank, and the same number was selected as the research sample. The data obtained from the present study, which were collected through a questionnaire among employees, were analyzed using multiple regression analysis and path analysis. The results showed that talent management strategies have a significant impact on the effectiveness of Jordanian banks' resource information systems.

The study of Sparrow & Makram, 2015) found the value creation of talent management entitled "What is the value of talent management? Building value-based processes within the talent management architecture" have categorized the concept of talent management in two parts. The first part is the philosophy of talent and the second part is the theory of value. In this research, while introducing the concept of talent management architecture, it has been pointed out that this concept is to show the limitations of human resource management theories of recent managerial developments.

(Mahfozi & et al., 2019) have conducted a study entitled "Designing a comprehensive model of talent management with a succession approach to the development of organizational productivity using the structural equation method (Case study: government agencies)." In the qualitative part, the Delphi technique has been used and the method of structural equations has been used in the quantitative part with a statistical sample of 357 people. The results of the Delphi technique show the initial model with three dimensions of talent management, talent management strategy, and successor-breeding. The consequence of the second part also confirms the findings of the first part.

Moshfeghi et al. (2020) conducted a study entitled "Talent Management of Secondary School Principals in Shiraz and Presenting an Appropriate Model". The main purpose of this study is to "present the talent management model of high school principals in Shiraz". In their research, they have found that in the age of knowledge and the importance of benefiting from knowledgeable and talented employees, organizations are competing with each other based on the skills and talents of their employees to achieve the desired results. Undoubtedly, if talent management is used in an organization, especially education,

which is one of the ideal organizations in a country, then talented human resources will be attracted, talented resources will be retained in the organization. Therefore, talents will be led and they will be developed and eventually, the talent of human resources will flourish and this institution will achieve its goals in the best way. In the final model which has been presented by this research, the highest path coefficient related to the talent absorption component is one of the main components of talent management.

(Sepahvand & et al, 2018) conducted a study entitled "Designing a model for establishing a talent management system in schools using an interpretive structural modeling approach" that the consequences of these pieces of research show that there is an effective talent management system in schools require the improvement of a vision and a talent-based approach.

(Hashemi & et al., 2018) conducted a study to design a talent management model among academics, they concluded that the talent management model includes components as follows 1-Identification of key positions, 2-Factors of identifying a talented person, 3 - The factors to select a talented person 4- employment, 5-development and 6- maintenance.

(Hasan poor & et al, 2018) conducted a study to design a model in the banking industry entitled "Designing a talent management model in the banking industry with using data-based

theory", and also using the qualitative method and data technique of the foundation. In the present study, the paradigm model of talent management in the roles of a causal, contextual, interventionist, main phenomenon, and consequences have been designed and compiled and the dimensions of talent seeking, talent search, talent development, talent assignment, and talent have been identified for the main phenomenon.

(Dehghaninan & et, 2018) have done a study which is called designing a model of talent management in Iranian state-owned companies, in which Tavanir Company has studied as the subject of the present study under the title "Data model of the talent management process". The research findings have shown that the main components of the talent management model include: "talent seeking", "talent search", "assignment talent", "talent management", and "talent enhancement". Three levels of individual, organizational and extra-organizational are the three main consequences of the talent management model in the current study.

Gholepour and Aftekhar (2016) conducted a study entitled "Presenting a Talent Management Model Using the Basic Theory Method (Case Study: Mobile Operator)". The most important finding of this research is the dynamics of various talent management processes and their placement on a spectrum, from the

most undesirable to the most desirable.

(Aghbal & et al, 2016) researched to design and develop a talent management process model for the faculty members for talent-oriented universities. The results of the present study in the qualitative section express seven main components including identifying and also determining talent needs, discovering talent sources, talent acquisition, talent development, strategic use of talents, retention of talents, and evaluation and alignment. Quantitative findings also confirm the structure of the talent management process.

According to the research that has been done in the field of talent management, less comprehensive research has been collected information in the field of talent management. On the other hand, each of these research has reached fewer dimensions about talent management.

Methodology

The present study is applied in terms of purpose and qualitative and has a deductive approach in terms of method. To analyze the data obtained from the texts and identify the model, the content analysis technique has been used. The statistical population of the current study is the talent management articles in domestic and foreign scientific databases.

The content analysis method is statistical semantics of political topics and a tool used to study and explain words, concepts, themes, phrases, and specific sentences within a text or a collection of texts

(Krippendrof, 2004). In the mentioned study, the method is used to provide a model for talent management. The steps of this method are: setting the research question, systematically reviewing the literature, searching and selecting appropriate texts, extracting textual information, analyzing and combining qualitative findings, quality control, and presenting research findings. As it has mentioned earlier, the main question of research in content analysis has been what the talent management model is and what its indicators, components, and dimensions are? To answer this question and based on the seven-step Mayring method, a systematic review of the literature in this field has been done. This step typically involves searching for relevant resources, selecting keywords, and introducing databases. To achieve this purpose, reliable articles have been studied. These articles were found in domestic databases such as Jihad Keshavarzi Scientific Information Center, Comprehensive Bank of Articles of Conferences, Iran Research Institute of Information Science and Technology, and resourceful online databases such as Science Direct, and other websites. Persian articles were searched in the period 2015 to 2000 and English articles were searched in the period 2015 to 2020. After ensuring the existence of the required articles for counting research sources, the keywords of talent management according to Table 2. The talent

management model in Persian and   English were used.

Table 1- Keywords used in determining the statistical sample

English keyword	Persian keyword
Talent Management	Talent Management
Talent Management Model	Talent Management Model

The criteria to enter the appropriate texts included published research related to talent management that reported sufficient information about the research. The criterion to exclude the texts was any scientific source unrelated to the research question. Finally, 206 articles were collected. Studying the title of the research, the abstract and the content of the articles, the items that did not fit with the subject and question of the study were removed. In screening the articles, the tools of the Critical Assessment Skills Program and a survey of research experts were used. This program includes 10 questions that evaluate these items for each article: research purpose, method logic, research design, sampling method, data collection, reflectivity, ethical considerations, the accuracy of data analysis, clear expression of findings and research value, and finally, 29 related articles were collected.

Findings

After implementing and typing the data from the texts, each document was given a number. The content analysis method, which is widely used in qualitative research, has been used to analyze the text of documents. Based on this, the documents were read frequently and the relevant and interesting contents of the researcher were identified, which were the answers to the main research question. The selected qualitative data were then encoded. The data were encoded according to the documents and related numbers, as previously defined. At the end of the coding step, the researcher used creatively to select a tag for each of the codes, and then put together the concepts that had the most semantic and conceptual similarity to each other and created new meanings and words. The concepts were categorized. Categories are the answers to research questions that are extracted from qualitative data (Abdi Jafari, 2011).

First code   concepts   categories

Table 2- Concepts (open coding)

item	Sub-themes (index)	item	Sub-themes (index)
1	Identify talented people and leading them to productive situations	92	External sourcing
2	Expertise	93	Career prospective
3	Skill	94	Knowledge level improvement

4	Attitude	95	Transparency
5	Understand talent management	96	Discovering talents through courses and creativity projects
6	Draw a clear picture of the specific composition of knowledge	97	Job Enrichment
7	Human resource capability	98	Manager interaction with employees
8	Feel the need of senior managers	99	Feel the need of senior managers
9	Practically identify people \	100	Organizational effectiveness
10	Development of legal instructions and rules	101	organization`s performance
11	Talent matching with job	102	Communication and interaction system
12	Designing training courses	103	Availability of organizational culture
13	On-the-job training	104	Dynamics at work Providing a learning context
14	Feeling useful	105	Liveliness at work
15	Common definition and language	106	360 degree evaluation
16	Fit talent management strategy with business	107	Core Performance
17	A fair approach to identify individuals	108	Competency based Identification
18	Identify key posts	109	Fitting jobs to employee
19	Commitment	110	Agreement on Approaches
20	Personality test	111	Fair Approaches in Identifying Individuals
21	Continuous evaluation	112	Accomplishment of people
22	Pay attention to the health of the employees' families	113	Combining theory with practice
23	Job security	114	Feeling calm
24	Challenging and attractive job	115	Knowledge staff exit
25	Feelings of participation	116	Emotional Intelligence
26	Salary and Benefits	117	Identifying people through periods of creativity
27	Environmental change	118	Scientific and research backgrounds
28	Review of executive records	119	Time Management
29	Review of Scientific Records	120	Evaluation Centers
30	Occupational Law	121	Succession
31	Feelings of Impact	122	Management's attention to educating people
32	Opportunities for growth and development	123	Retraining Courses
33	innovation	124	freedom
34	idealism	125	innovative organizations
35	Skills (approaches)	126	Dissemination of talent thinking
36	Non-suppression of ideas	127	Availability of conditions

37	The proportion of job and employment	128	No Copying
38	Competitive Advantage	129	Understanding the dignity of individuals
39	Sensitivity of the organization to the individual	130	Human Resources Support
40	Implementing Talent Management	131	Strategic and Active Attitudes
41	Strategic and active attitude	132	Applied Value
42	Creating a Creativity Committee	133	The prestige of the organization
43	Job commitment	134	Stimulation and encouragement
44	Believing in the Organization	135	Behavioral Interviews
45	Technology Changes	136	he demands of senior managers
46	Transformational Leadership	137	Providing Feedback
47	Designing Skills Courses	138	Organizational support of the individual
48	Coaching	139	Participatory Leadership
49	Participatory leadership	140	Coaching
50	Respect and characterizing people	141	Flexible work environment
51	Social value	142	Attracting competing forces
52	Human Resources Manager	143	Acquisition of practical ideas
53	Quality of work	144	Intangible rewards
54	Material reward	145	characters
55	Family and organization ties	146	Values
56	Specialized interview	147	Customer Relationship Skills
57	Delegated leadership	148	Trust and confidence in the manager
58	Innovative talented people	149	Increasing organizational revenue
59	Implement pure ideas	150	Direct Evaluation
60	Government support	151	Aging
61	Justice-based payment	152	The Value of Interest
62	Creative Thinking	153	identifying Talent Through Observation
63	Innovation of the organization	154	talent Identification Through Interviews
64	Ability to promote	155	Transfer of experience through education
65	Codify needs assessment programs at all levels	156	Differentiation of human resources
66	Selection based on justice	157	Support structure
67	Identify talented people based on justice	158	to be answerable
68	Participate in the decision-making process	159	Opportunities for Professional Development
69	Organizational interactions and experience transfer	160	psychological tests
70	geographical location	161	The need to speak the native

			language
71	Dual-core architecture	162	Participating in group work
72	Preparing for the next situation	163	Retirement
73	Pay attention to the children of employees	164	Supportive Leadership
74	Talent Search through Senior Managers	165	Making the job meaningful
75	Paying attention to the needs and concerns of employees	166	Defining position and responsibility
76	Getting advice from top consultants	167	Eligibility-based assessment
77	Self-assessment	168	supporting culture
78	power of learning	169	Shortening the life of knowledge
79	Paternal leadership style	170	choices through written test
80	Development value	171	Considering Individual Differences
81	The reputation of the organization	172	Quantitative evaluation
82	Valuing talented people	173	Organizational excellence
83	The opportunity to work with people outside the organization	174	brand of the organization
84	Occupational popularity	175	Perception of human resources values
85	Manager's attention to the organizational training of people	176	Opportunities for development and growth
86	Ability to lead talented people	177	Informal relationships
87	Type of Activity	178	Action gap analysis
88	Job rotation	179	Individual satisfaction
89	Comparison of evaluation criteria		
90	Reputation in the community		
91	Finding resources within the organization		

In the table above, the concepts of the talent management model are extracted. The above concepts refer to the indicators of talent management. The above concepts are the background that that by completion at the next step, seeks to answer the main question of the research.

Axial coding (Extraction of categories)

The obtained concepts are examined at this stage and, the research categories are codified, finally. The researcher has created the concepts that have the most semantic and conceptual similarity to each other and has created new meanings and words. The researcher has categorized the concepts into groups. The final results have been shown in the table below. After reviewing and making corrections in the study of concepts, as it can be seen, there were 195 indicators, which have become 24 main categories.

Table 3- Concepts and categories of talent management

Main themes	Sub-themes
Definition of the concept of talent	Transparency, agreement on approaches, understanding the concept of talent, common definition, and language, operationalizing talent management.
Maturity of human resource management and senior management	Empowerment of human resources, core performance, accompanying theory and practice, the desire of senior managers, strategic and active attitude, the need of senior managers.
Talent culture and appropriate job positioning	Availability of organizational culture, availability of conditions, accompanying human resources, spreading talent thinking, identifying talented people and guiding them to high-yield and next positions, matching talent with a job, codifying needs assessment programs in all levels, supportive culture
Labor force aging tsunami and rapid change	Aging, retirement, technological changes, environmental changes (internal and external environment), shortening the lifetime of knowledge, departure of knowledge employee
Identify and interact organizationally with talented individuals in a fair and equitable manner	Identifying talented people based on competency, identifying talented people based on justice, discovering talents through courses and creative projects, fair approach to identifying people, finding talent through senior managers, finding talent through observation, finding talent scientifically, identify people scientifically, identify people through creativity courses, time management, talent search through interviews
Identify gaps between current and future talent	Current status, future status, drawing a clear picture of the specific combination of knowledge, sourcing from within the organization, sourcing from outside the organization
Determining the levels of general and professional legibility of employees	Emotional intelligence, innovation, idealism, learning power, labor law, skills, expertise, leadership ability, review of scientific records, review of executive records, furthermore, innovation of people, creative thinking, ability to lead talented people, dynamism at work, liveliness at work and also, people competence, customer relationship skills, accountability,
Components of organizational behavior	Organizational commitment, job commitment, job satisfaction, attitude, personality, values
Comprehensive and systematic model of talent management	Identify key jobs, identify key positions, codify legal guidelines and regulations, not copying.
Values and culture	Freedom, motivation, participation in decision-making processes, participation in teamwork, organizational innovation, flexible environment, organizational structure,

	valuing talented people, providing a learning environment
Professional and career development	The opportunity to work with people outside the organization, opportunities for development and growth, an opportunity for professional development.
Organizational and reputation of position	Geographical location, the need to speak the native language, quality of work, reputation among the community, prestige of the organization, belief of the organization, reputation of the organization, type of activity of the organization, innovation of the organization, support structure, brand of the organization
Employer brand	Interest value, social value, development value, practical value, organizational skill-oriented approaches, social value,
Training and improving people's skills	Upgrading the level of knowledge, designing training courses, preparing the person for the next situation, on-the-job training, providing a learning environment, codifying needs assessment programs at all levels, designing competency and skills training courses, succession training, training, and coaching
Enhance self-esteem, creativity, and talent fertility	Acquisition of practical ideas of individuals, non-suppression of ideas and opinions of individuals, implementation of pure ideas, formation of creativity committee, dual-core architecture, consultation with top consultants, retraining courses
Sharing the knowledge	Organizational interactions and experience transfer, experience transfer through training, communication and interaction system, preparation for the next situation, the opportunity to work with people outside the organization
Optimal criteria for selection	Personality test, psychological test, specialized interview, behavioral interview, job fitting with the job employee and vice versa, selection based on justice, performance-oriented, selection through a written test
Ability and job position	Challenging and attractive job, job enrichment, development opportunity, job reputation, job, future, job promotion, job security, job rotation, job significance.
Sense of belonging, organizational commitment and organizational sensitivity	Feeling of being effective, the feeling of sharing, feeling of usefulness, the sensitivity of the organization to the individual, support of the organization to the person, feeling of peace of mind, definition position and responsibility of the organization
Protecting human resource and working life balance policies	Understanding the dignity of individuals, respecting and characterizing human resources, understanding the value of human resources, paying attention to the needs and concerns of employees, paying attention to the health of employees and families, paying attention to employees' children, family and organization ties, informal relationships
Leadership and	Manager's trust and confidence, manager interaction with

management style	employees, manager's attention to organizational training of individuals, human resource-oriented manager, participatory leadership, supportive leadership, transformational leadership, delegated leadership, paternal leadership style, management attention to training people
Service compensation	Financial rewards, non-financial rewards, salaries and benefits, payment based on justice, personal satisfaction
Standard evaluation indicators	360-degree evaluation, evaluation center, competency-based evaluation, feedback, continuous evaluation, direct evaluation, self-evaluation, comparison of evaluation criteria, quantitative evaluation
Consequences of talent management	The proportion of talent management strategy with the business, competitive advantage, organizational effectiveness, organizational performance, organizational success, increased organizational income, organizational excellence

The above table shows the main themes (dimensions) of talent management, which combine to form the theoretical framework of the research.

Table 4- Theoretical framework (dimensions) of talent management (optional coding)

Dimensions	Component
• Definition the concept of talent • Maturity of human resource management and senior managers • Talent culture and appropriate job positioning • Labor force aging tsunami and rapid change • Identify and interact organizationally with talented individuals in a fair and equitable manner • Identify gaps between current and future talent • Determining the levels of general and professional competence of employees • Components of organizational behavior • Comprehensive and systematic model of talent management	Identify and discover talent sources
• Values and culture • Professional and career development • Organizational position and reputation • Employer brand	Attract talent resources
• Ideal criteria for selection	Selection
• Training and improving people's skills • Enhance self-esteem, creativity, and talent fertility • knowledge sharing	Develop talent resources
• Ability and job position • Sense of belonging, organizational commitment and organizational sensitivity	Preserve talent resources

• Protecting human resource and working life balance policies	
• Leadership and management style	
• Service compensation	
• Standard evaluation indicators	Assess talent resources
• Results	Talent Resource Results

Figure 2: Conceptual framework of talent management based on research principles and background

In this research, a comprehensive model of talent management based on seven dimensions a- Identifying and discovering talent sources; B- Attracting talent resources; C- Selecting talent sources; D- Selecting talent sources; E- Development of talent resources; R- Conservation of talent resources; H- Assessing talent resources; C- The results, 24 components and 198 indicators related to talent management were designed by exploratory method and through content analysis technique with deductive approach, all dimensions, components, and indicators were approved by experts. In the following, the discussion and relationship of each of the identified components related to the seven dimensions of talent management will be discussed.

Discussion

The purpose of this study is to design a talent management model for high school principals. The results showed that the 7 main dimensions in talent management design are: identifying and discovering talent resources, attracting talent resources,

selecting talent resources, developing talent resources, retaining talent resources, evaluating talent resources, and the results of talent resources. In this part of the article, each of the identified components related to the seven dimensions of talent management is discussed and discussed, and the results of the present study are discussed with the results of previous researches.

The first dimension of talent management, which includes talent identification and discovery. The 9 related components to this dimension include: defining the concept of talent, maturity of human resource management and senior managers, talent, culture, and appropriate job positioning, a tsunami of workforce aging and rapid change, identification and organizational interactions of talented people fairly and based on competency, identifying and discovering gaps between current and future talent, determining general and professional competency levels of employees, components of organizational behavior as wells as a comprehensive and systematic model of talent management. The components obtained in this section are each in a way that identifies and expresses the

dimension of talent identification and discovery.

In the current competitive situation and in an environment where successive changes and continuous innovations are the main features, only organizations excellence that understands the strategic role of human resources and has skilled, knowledge-based, competent, elite, and capable human resources will succeed in achieving. Fang et al. (2019) have stated that human resource management in these organizations focuses on people who are doing the work rather than on what is done by individuals. Talent-based organizations are very good at determining and defining talent needs, discovering and identifying diverse sources of talent, developing individual and collective talents of the organization, as well as assigning and applying talent in a way that makes them converge and commit to a suitable set of goals. These talent management process capabilities will align with the organization's overall strategy, create a distinct organizational capability, and a source of sustainable competitive advantage if to be integrated and aligned, (Fang et al., 2019).

In this regard, concepts such as defining the concept of talent, maturity of human resource management and senior managers, talent culture and appropriate job positioning, the tsunami of labor aging and rapid change were comparable to the results of the study which had done by Järvi, K., & Khoreva, V. (2020).

Furthermore, the following mentioned points have been cited by Bajgiaran (2019), and Shahi et al. (2020). The points include organizational interactions of talented individuals fairly and based on competence, identifying and discovering gaps between current and future talent, determining the levels of general and specialized competency of employees, components of organizational behavior, and a comprehensive and systematic model of talent management indirectly in the results Studies of tax collectors: An example of this issue is mentioned in the documents as follows:

1	Talent management means identifying, attracting, developing, and retaining human resources.
2	The term war for talent should be considered in all organizations.
3	Technology changes and updates are considered effective factors.
4	Every organization and country should design a talent management model tailored to their circumstances.

The second dimension of talent management includes attracting human resources, values, and culture, professional development and job, organizational position and reputation, and employer brand were identified as the components of human resources attraction dimension in this dimension. The nature of talent depends on how

much a person can handle enriched activities more than conventional tests. The educational perspectives of talented and intelligent people are based on the main constructs of the concept of the elite. Definitions, methods, and real interpretations of these concepts follow the foundations of special education (Ghavidel et al., 2019). Recent research from 40 global companies has been shown that all these companies face the problem of not using talent management strategy, resulting in a shortage of talented forces to fill strategic organizational positions. Using talent management ensures that each employee will be placed in the right job with special talents and abilities.

Other studies on talent resources attraction have suggested similar components regarding the absorption of talent sources, though some of the characteristics which have been obtained in this study are not mentioned in any of the available resources in this way, less mentioned or expressed in the heart of other characteristics. Among these components are values, culture, professional and occupational development. Moshfeghi et al. (2020) have confirmed the significance of this issue in the results of their study. Components such as organizational position and reputation, employer brand, and organizational characteristics have been indirectly confirmed in the results studies of Al-Lozi et al. (2018). Examples of this are mentioned in the documents as follows

1	One of the reasons for attracting talented forces is the reputation of the organization.
2	The grounds for personal and even professional growth and development must be provided for individuals.

The third dimension of talent management involves selecting talent sources. In this dimension, 1 component based on content analysis was identified after the comments of professors were approved. That includes: The optimal criteria for choosing .it should be mentioned that not paying attention to the stage of the process will cause inappropriate forces to enter the organization because the inputs of the talent management system are not of appropriate quality and subsequent talent management processes will face serious challenges. Research findings have shown that the review of work experience, personality tests, and specialized and behavioral interviews and written tests have a higher priority than other methods. An example of this is mentioned in the documents as follows:

1	The selection of talented people can be done through various tests such as psychological and behavioral tests.
2	Justice is an important principle in choosing talented people.

The component of qualitative analysis of this study, entitled favorable criteria for selection, is consistent with the results of Iqbal et al. studies (2016), Bajgiran and Nasirpour (2019), and Alvatubi et al. (2021). Examples of this are mentioned in the documents as follows:

The fourth dimension of talent management involves the development of talent sources. This dimension includes the four components of training and improving people's skills, strengthening self-esteem, creativity, and fertility of talent and knowledge sharing. In the education and development of personal skills dimension, the component of training needs assessment before the implementation of training and promotion programs helps the organization to collect and examine the training needs of the organization as well as the needs of individuals, to make purposeful planning based on it. In addition, components of succession and career path design can be used as tools to create more opportunities for talented employees; predicting the necessary training and education of employees; increase the treasury of talent among talented employees; participate in the implementation of strategic and long-term plans of the organization. On the other hand, the dimension of creativity and fertility of talent is one of the most important dimensions that require the attention and comprehensive support of the managers of the organization. An example of this is mentioned in the documents as follows:

1	One of the ways to nurture talented people in the organization is in-service training.
2	These people can be promoted to higher positions through coaching.

The findings of this study are consistent with the findings of (Dehghaninan & et al, 2018), (Sepahvand & et al, 2019)

The fifth dimension of talent management is related to talent retention, which includes the components of ability and job position, a sense of belonging, organizational commitment and organizational sensitivity, human resource protection, work-life balance policies, leadership and management style, and service compensation. Based on the identified components related to this dimension, the component of the service compensation system, which includes financial and non-financial payment indicators, in which material payments have been proposed as one of the first factors that make people maintain in the organization in the early years of working life. However, in the continuation of material and monetary needs that are satisfied over time, intangible and intrinsic motivations are raised, which have more psychological and behavioral aspects. In this regard, the organization should identify these

non-financial and non-monetary incentives and needs of employees to be able to maintain talented people. On the other hand, the leadership style and management of managers is considered as one of the main dimensions of retaining talented people in most organizations because managers who have friendly and supportive leadership styles make them feel closer and keep them in the organization. An example of this is mentioned in the documents as follows:

In this regard, it can be referred to the findings of Mahfouzi et al. (2019), Sparrow and Makram (2015), and Sepahvand et al. (2019). An example of this issue is mentioned in the documents:

1	Immaterial rewards along with material rewards are considered an effective factor in retaining talented people.
2	Supportive leadership and building friendly relationships with talented people is a factor in retaining talented and elite forces.

Evaluation of talent resources is considered as the sixth dimension in designing the talent management model with the component of standard evaluation indicators in the present study. Adaptation of the individual to the job, the center of evaluation and central competence, and 360-degree evaluation. Moreover, other factors have been considered as indicators of this component, which are obtained from the analysis of the content of documents. to evaluate people in the organization, in this dimension of talent management, staff should go through evaluation centers in the organization that evaluate employees intermittently in terms of behavior and work to guide them in the field of performance management and career development. In addition, considering the individual-to-job adaptation component helps the organization to psychologically evaluate people and design jobs tailored to different types of personalities. The core competency index is also one of the indicators that can help managers in employing talented people in the organization. An example of this is mentioned in the documents as follows:

1	Evaluation can be done through employees, customers as well as the talented person
2	The degree of employee-to-job compliance and vice versa is important in the evaluation

In confirmation of the findings of the present study, it can be stated that the research of (Hasan poor & et al, 2018) is consistent with this study.

The results of talent sources are considered as the last dimension of talent management in the present study. The results that these people bring to organizations can increase organizational performance,

organizational excellence, and organizational effectiveness. An

example of this is mentioned in the documents as follows:

1	The existence of talented resources in the organization causes individual and organizational performance.
2	Talent management means the excellence and effectiveness of the organization.

The studies (Harun, Mohmood & Othman, 2020), (Theys, & Schultz, 2020), (AL-tozi, Almoani & AL-Hawary, 2018) are consistent with the present study.

The results of talent sources have been considered as the last dimension of talent management in the present study. The results that the people bring to organizations can increase organizational performance, organizational excellence, and organizational effectiveness. An example of this impact has been mentioned in the documents:

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According to the research findings, it can be concluded that the strategies for implementing the talent management of principals in secondary schools in dealing with ground and environmental factors resulted in organizational growth. Organizational maturity means educational quality, professionalism, effectiveness, productivity, mental health, management development, and job satisfaction. Explaining these findings, it can be said that the establishment of a talent management system contributes to the growth and culture of high performance in schools through a specialized workforce that has specialized skills, competencies, and core values for continuous improvement in the future.

Applied research suggestions

Since the present study has been qualitatively and using content analysis technique, talent management articles have been reviewed and seven dimensions have been extracted for it. Therefore, it is suggested that these dimensions be measured quantitatively in private or public organizations. This study leads to evaluate the validity of the model obtained from this research.

The management sector needs to attract talented human resources more than any other sector. Therefore, it is suggested that in this section, people with managerial abilities and competencies and with more

rigorous selections be selected. Furthermore, the performance of managers is evaluated every year and re-selected according to new needs after acquiring the required skills.

Using job design programs, job descriptions are accurately described and job conditions are specified, especially in key positions.

Since, phenomena are studied in the context in which they occur, in qualitative research, therefore the possibility of generalizability of research results and findings is limited to other conditions and situations; Therefore, it is not easy to generalize the results of the present study to all areas because it is a content analysis of talent management. Since the field of study covers all markets, this model may be well responsive in some industries but not in others.

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