



Original Article (Qualitative)

Talent Management Pattern Finding with a Succession Approach Using the Met-synthesis Method

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Receive:

06 June 2024

Revise:

13 November 2024

Accept:

16 February 2025

Keywords:

Talent management,
Succession planning,
human resource
innovation,
Management skills
development

Abstract

The aim of this research is to find talent management patterns with a succession approach in Sepah Bank using the meta-synthesis method. This research is applicable in terms of its purpose, qualitative in terms of data collection, and meta-synthetic in terms of research implementation method. The research approach used is exploratory, the research strategy includes action research, and the methodology appropriate to this research is the meta-synthesis method based on the Sandelowski and Barso (2007) approach. The basis of analysis is all articles related to the topic from 2010 to 2024. Sampling in the qualitative section was carried out using a systematic exclusion method. A sample size of 30 relevant scientific sources was identified. Data collection was carried out by taking notes from reliable scientific articles and sources. In the data analysis stage, a total of 42 indicators, 20 components, and 6 dimensions were identified. In this study, based on the research findings, the main dimensions of talent management include identifying key talents, continuous assessment, retaining strategic talents, succession management, collaborative succession, and developing the skills of managers and talented employees for the future.

Please cite this article as (APA): tavakoli, A., majidi, M., Afsharnejad, A. and amjadi, G. (2025). Talent Management Modeling with a Succession Approach Using the Meta-Synthesis Method. *Management and Educational Perspective*, 6(4), 1-30.

Publisher: Research Center of Resources Management Studies and knowledge-based Business

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<https://doi.org/10.22034/jmep.2025.423393.1273>



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Extended abstract

Introduction

Recruitment processes for organizations in their sectors are facing a set of new challenges such as a shortage of talent and suitable academics, as well as fiercer competition both from within the banking sector and from other sectors (Pandita & Ray, 2018). Technology and data-related job positions, such as data scientists and quantitative analysts, are among the most in demand, which means that large banks, for example, will face new competition for talent (Whysall et al, 2019). The need for banks to develop reliable techniques to recruit competent managers and ensure high retention of key employees in the future has grown. Human resource management is one of the most important components of the financial industry for profitable and efficient banking operations, development of new banking products and provision of improved services to consumers (Zhao & Hu, 2023). Talent management was initially proposed and created by McKenzie at the end of the millennium as a new sub-section or combination of human resource management (Chambers et al, 1998). It is claimed that talent management gives a business a competitive advantage and allows it to systematically discover, develop and redeploy employees with exceptional abilities. The retention and commitment of high-value personnel are closely related to talent management. It is very important to focus on the problems and possibilities in talent management by studying the comprehensive literature in this field in the financial industry (Gallardo-Gallardo et al, 2020).

In this research, the main focus is on the concept of succession planning so that organizational talent management can ultimately lead to the creation of an effective succession planning system. In this regard, it should be stated that succession planning is one of the fundamental issues in the field of financial institutions and organizations (Gehrke, 2019), because the rapid changes in these organizations and the development of competition in the national and global market have caused talented and highly effective and efficient forces to be quickly absorbed by competing organizations, and on the other hand, most organizations do not prepare suitable people to replace these talented forces, which can ultimately lead to a crisis in the knowledge and skill treasury of human resources (Ali & Mehreen, 2018). Therefore, the researcher intends to answer this fundamental question in this study: what is the model of talent management with a succession planning approach in Bank Sepah using the meta-synthesis method?

Theoretical Framework

Talent Management

Talent management is the strategies and actions that help attract and retain committed and capable employees, and its goal is to predict the skills needed by the organization and meet these needs (Odunayo et al, 2018).

Succession Management

Succession management is a program that identifies the organization's talents to occupy key positions in the future, and prepares them for taking on responsibility over time through training and education programs. Undoubtedly, the most successful organizations in implementing succession planning programs are those that are based on investing in the development of internal talents and have no problems in securing human capital when the organization's current talents leave in the future, which has led to the change of the term "talent pool" to "talent river" (Tayyar et al, 2020).



The Role of Talent Management in Succession Plans

Talent management plays a pivotal role in succession planning in organizations and acts as a bridge between current leadership and future leaders. Succession planning involves identifying and developing individuals within the organization who have the potential to fill key roles vacated due to retirement, promotion, or other reasons. Effective talent management ensures that there is a pool of capable and skilled individuals who are ready to seamlessly step into these roles, thereby safeguarding the continuity and success of the organization (Sarlak et al, 2023).

Khodaparast et al, (2024) examined and analyzed the dimensions and components of the developed competency-based succession model in learning-oriented organizations with a meta-synthesis approach. The results showed that 7 codes, 53 concepts and 24 categories were determined and identified; the codes include key competencies and abilities, determining the succession policy, value-based infrastructure, organizational support, strategic planning in the field of succession planning, identifying talents and forming a talent pool, and training and improving talents.

Sirghani et al, (2023) studied the design of a talent management model in the specialized parent company of thermal power. The results showed that the structural dimensions of talent management include six dimensions of organizational structure, recruitment system, training system, compensation system, performance management and evaluation system, and organizational strategy. Behavioral dimensions include three dimensions of organizational culture, leadership style, and meeting high-level needs; and contextual dimensions include the atmosphere and environment of the organization, and the external environment. The results in the quantitative section showed that the model has a good fit.

Research Methodology

This research is applicable in terms of its purpose, qualitative in terms of data collection, and meta-synthetic in terms of research implementation method. The research approach used is exploratory; the research strategy includes action research; and the methodology appropriate to this research is the meta-synthesis method based on the Sandelowski and Barso (2007) approach. The basis of analysis is all articles related to the topic from 2010 to 2024. Sampling in the qualitative section was carried out using a systematic exclusion method. A sample size of 30 relevant scientific sources was identified. Data collection was carried out by taking notes from reliable scientific articles and sources.

Research Findings

The meta-synthesis method was used to analyze the findings. In the data analysis stage, a total of 42 indicators, 20 components, and 6 dimensions were identified. In this study, based on the research findings, the main dimensions of talent management include identifying key talents, continuous assessment, retaining strategic talents, succession management, participatory succession management, and developing the skills of talented managers and employees for the future.

Conclusion

The present study aimed to find a model for talent management with a succession approach in Sepah Bank using the meta-synthesis method. The results of this study are consistent with the results of Khodaparast et al, (2024), Sirghani et al, (2023), Amini Dehaghi et al, (2024), Teimouri et al, (2022), Hajili (2022), Alizadeh et al, (2021), Zairhojghan et al, (2021), Bano et al, (2022), Dahlan et al, (2021). Hajili (2022) showed that motivating talented people, identifying and recognizing them, providing special career support for talented people, and



creativity and innovation have a positive and significant effect on succession planning. Given that employees are not satisfied with attracting talents, identifying and discovering talents, providing special support for talents, and retaining talents; it is necessary to increase the attractiveness of the service, support managers for talented people, and provide rewards to efficient employees; and special attention should be paid to assigning jobs to the competence and expertise of individuals.

Considering the dimensions and components identified in this study, suggestions have been made in the field of improving and developing talent management in Sepah Bank:

Talent identification is a key step in talent management and succession planning that helps banks identify and develop their best human resources. For this purpose, the use of performance evaluation systems such as 360-degree evaluation, which includes feedback from colleagues, managers, and subordinates, can help identify the strengths and weaknesses of employees. In addition, conducting in-depth structured interviews with employees helps identify their skills and interests. The use of psychological and occupational tests can also reveal the personality traits and specific talents of employees.