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Presenting the Knowledge Development Model of Future Managers Based on Talent Management

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ABSTRACT

This research aims to present a knowledge development model for future managers based on talent management with a grounded theory approach in the Iranian Social Security Organization (headquarters). This research is applied in terms of purpose and exploratory in terms of method. It uses a mixed methods approach for data collection and analysis, qualitative and quantitative data analysis techniques- grounded theory and structural equation. The research tool in the qualitative part was a semi-structured interview. In the qualitative part, using the grounded theory method, data obtained from the interviews with 12 elites and qualified specialists of the Social Security Organization, which were analyzed manually and by using Atlas TI 8 software during three stages of open, central, and selective coding that resulted in generation of 19 categories. The results were presented in the form of a paradigm model that includes causal conditions (individual factors, organizational factors, lack of proper selection and knowledge and skills of employees), central phenomenon (future managers based on talent management and personality types), underlying conditions (organizational platform, selection of talents, use of talent) Intervening conditions (psychological factors, individual factors, managerial factors) and strategies (talent sourcing, empowering managers and employees, job and employee fit, succession planning, foresight, and cognitive strategy) and outcomes (organizational results, public satisfaction, futurization). In the quantitative part, the data obtained from the structural equation analysis questionnaire were analyzed using AMOS statistical software. Based on the outputs, the factor loadings of all the items of the standard model were higher than 0.3, and all the significant coefficients of the model were higher than 1.96. ©authors

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1. Introduction

Knowledge is a human concept, and human resources are the heart of knowledge management. Thus, employing talented people in the organization facilitates the process of knowledge management (Tajpour, Hosseini, Mohammadi, Bahman-Zangi, 2022). Based on this assumption, the future of managers is drawn based on talent and knowledge. Talent management and knowledge management can help the organization to increase organizational and individual performance and achieve competitive advantage (Mohiuddin et al., 2022). Expansion of the knowledge reserve and capability of talent management is used as a tool to advance organizational goals. Future managers are a powerful combination of talent management and knowledge management (Sohrabi et al., 2016).

Many managers still believe that successful leaders are born with leadership skills and perceive that by developing the right talent, cultivating leaders from within can create the most effective future leaders (McCowan, 2020). The definition of talent is not simply a process of convergence towards a stable structure (Nelis et al., 2011), but rather a process of the emergence of a negotiated meaning from a discursive structure that requires negotiation between individuals and groups regarding their interests (Wiblen & McDonnell, 2020). These tensions have led researchers to examine organizational subgroups that wrap the interactive structure of the meaning of talent according to underlying beliefs, interests, or roles (D'Armagnac et al., 2021). Also, hiring talented employees is one of the essential duties of managers, and the cost of an unfavorable hiring strategy can lead to reduced productivity, low morale, and turnover (Milburn, 2021). Saving knowledge in the organizational recruitment and selection system is a suitable platform for discovering and cultivating talents (Yu, 2019). In this competitive environment, the main task of human resource managers is to maintain a talented workforce in addition to recruitment (Tuffour et al., 2020), and decisions in this field are made based on

organizational knowledge and information (Askari and Askari, 2017).

Talent management is very complex and vital and requires knowledge (Hongal & Kinange, 2021). Paying attention to knowledge management and intellectual capital management in service organizations such as the Social Security Organization (SSO) is of prime necessity and importance because the most important role-playing element in society and data-oriented and service organizations is the human force. Therefore, the more capable and knowledgeable the organizations are, the better they can fulfill their vision and mission, which is in turn the production of science and technology in the society (Ganesh & Tyagi, 2021). In order to achieve this goal and to change and upgrade employees to academics, it is necessary to pay more attention to the synergy of intellectual capital and use it for planning and strategic management purposes. In addition, in recent years, due to the increasing development of the knowledge-based economy, the social security organization has been introduced as an institution that consciously manages and transfers knowledge to the external environment. Such an organization treats its partners as partners in the creation of correct knowledge and information.

Knowledge management is a systematic and calculated commercial optimization strategy that selects, summarizes, stores, organizes, categorizes, and transfers essential information for the organization, so as to improve the performance of employees and the competitive advantage of the company. Paying attention to the talent of employees has been very important because the success of organizations depends on talented and capable employees (Hillmann et al., 2018). Sufficient care in the application of talent management can provide the basis for the organization's productivity and can be effective in increasing their efficiency and effectiveness, and for this reason, the organization's goals can be accomplished (Mirza Hakim and Poursaid, 2017). Talent management is the integration of human

resources designed for the processes of recruitment, development, and motivation to maintain committed and productive employees of the organization (DeVaro, 2020).

Today, the SSO is in a sensitive, and critical situation, and overcoming the challenges it faces is not possible without having talented employees (Whysall, Owtram and Brittain, 2019). The SSO is known as the largest insurance and social organization of the country, which covers more than half of the country's population insurance and welfare services, but there is an intergenerational gap in the field of managerial and expert human resources due to retirement and lack of staffing and training of future managers and experts. The intellectual poverty and practical despair of human capital are also important constraints that should be tackled through staff development and training future managers. Attention should also be given to factors such as educating and empowering young workers and women, and establishing a system of meritocracy, knowledge-based and learning in the field of human capital. Optimizing management and organization of human resources and creating a balance between them based on talent management and personality type of employees is one of the basic solutions to get out of the crisis. In the meantime, recognizing and managing the talent, capacity and unique characteristics of managers who are in charge of guiding employees to achieve the organization's goals is of great importance. Given the importance of the aforementioned issues, this research seeks to design a model for the development of future managers based on the management of talent and personality types in the social security organization in the country.

The research has also investigated the role of talent management and knowledge management on human resource development. Employees of the social security organization, like other organizations, are exposed to many challenges. Considering the existing conditions for survival and profitability, it should try its best to eliminate obstacles and

shortcomings and follow new ways of managing organizational resources and adopt new and constructive methods. In such an environment, increasing the knowledge of the organization and cultivating talents for the employees of the organization is essential and requires serious attention of the authorities.

2. Literature Review

Talent Management

Talent is a general word that is used in various fields, however, there are still significant ambiguities and fundamental differences between the existing theories about it, since in order to identify talent and its correct direction, there is a need for specific and stable approaches. These ambiguities and current multiplicity have created obstacles to the realization of this importance in societies (Gallardo et al., 2013). In confirmation of recent definitions of talent, Du et al. (2020), also believes that the superiority of scientific evidence and psychological knowledge requires a rethinking of the meaning given to human potentials, such as an attempt to resolve social disputes related to public education, especially the education of individuals.

In the field of talent management, many definitions have been presented. According to the talent mindset literature, five main components can be distinguished: 1) alignment with the organization (i.e. value adequacy which includes commitment and loyalty, application of talent principles by line and senior managers), 2. talent competency (i.e. the way people can use their talents use, Sigler & Pearson, 2000), 3. freedom and independence of talent use (i.e. the main characteristic of empowerment) 4. talent development, (i.e. feedback about competencies) and 5. capability development in organizations (Hayton and Kelley, 2006).

Knowledge Management

Organizations have many resources and assets to carry out their missions and achieve their goals. Some of these resources and assets are very valuable and strategic, which play a central role in gaining the competitive

advantage of the organization. Knowledge is one of these resources and assets for all organizations, so management science experts consider knowledge as the ultimate substitute for production, wealth, and monetary capital (Yu, 2019).

For the progress and realization of organizational goals, proper management is needed, and in the meantime, due to the knowledge of the new era, human resource management is very important. In the evolutionary course of human resources management, attention has shifted from mechanical management (salaries for meeting minimum performance standards) to a type of management whose goal is to maximize the use of human resources (Ganesh & Tyagi, 2021)

In this evolutionary process, the concept of talent management of the organization has been formed. Knowledge management is an interdisciplinary business model that deals with all aspects of knowledge, including creation, coding, sharing, and use of knowledge to promote learning and innovation in the context of the organization

(Khaja Elli Jahan Tighi and Gashtegar, 2017).

Organizational knowledge is a set of relatively new organizational activities aimed at improving organizational decision-making and organizational performance (Askari and Askari, 2017).

Organizational knowledge focuses on the processes of knowledge creation, provision, refinement, storage and transfer, sharing, and use of knowledge. Organizational knowledge is the process of discovery, acquisition, development. Creating, maintaining, evaluating, and applying the right knowledge at the right time by the right person in the organization. This is done by creating a link between human resources, information, and communication technology and creating a suitable structure to achieve organizational goals (Alvino et al., 2021).

Due to the importance of the research topic, studies have been conducted that are different from the current study in terms of approach or have been conducted with a limited purpose, as mentioned in Table 1 below:

Table 1. Research background

Author	Research Methods	Research results
Liu et al. (2020)	Qualitative method	The research presents a model that examines the multi-level dynamics of bicultural talent management. This argument identifies ways in which existing cross-cultural perspectives provide a deeper understanding of bicultural talent management in M&A environments.
Tuffour et al. (2020)	correlation method	In this research, it was found that the predominant characteristics of leaders in the telecommunications industry in Ghana are extroverted and open-minded. In addition, there was a positive relationship between each of the managers' personality traits and the employees' job performance. After controlling for demographic characteristics, it was found from the analysis that the personality characteristics of managers have significant effects on the job performance of employees.
Harsch et al. (2019)	a survey	Three different types of dynamic TM capabilities were identified that promote organizational agility to varying degrees. By rooting a qualitative study in the research fields of TM and agility in the theoretical realm, contributions are made to the theoretical as well as empirical debate by addressing the specific challenges of an increasingly dynamic environment under dynamic capabilities research. As a result, a contextual perspective were presented through which the inherent dynamic capabilities that continuously shape talent and organization can be explained.
Hillmann et al. (2018)	Qualitative	They stated that managers have an important role in creating organizational resilience and in very unstable and uncertain times, they should use long-term vision and think of other options and deal with complexities to improve organizational capabilities and capabilities.
Kurbanov et al. (2017)	Qualitative	This article aims to identify the effective professional training conditions of future production managers. This research determines the content characteristics of modern economic education for future managers. The necessity of complex practical activity of future production managers is shown, which helps to form their readiness to solve business problems, manage work processes and organize production interactions between group members.
Khalili et al. (2019)	Qualitative approach	The basis of the results obtained from the Delphi approach indicates that the influence of ten factors on talent management is equal, while the influence of some factors may be greater than other factors. Based on this, the weighting of the main variables was considered based on Shannon's entropy method and according to the opinions of 10 experts. The results of this section showed that performance management has the highest degree of importance in the field of talent management and personal development, and has the lowest degree of importance.
Roshan et al. (2019)	Qualitative method	The findings of the research showed that the talent management system should at least include three key components of recruitment and selection, training and development, and maintenance. Therefore, it seems necessary to design the talent

		management system map for the organization, all three components should be considered and emphasized in human resources planning.
Rajabipour Meybodi and Mohammadi (2019)	Qualitative method - inductive approach	The data were collected using a data capture tool and analyzed with thematic analysis technique. The integrated model of talent management consists of seven main categories, which are: identifying and discovering talent resources, recruiting talent resources, selecting talent resources, developing talent resources, preserving and maintaining talent resources, evaluating talent resources and the results of talent resources.
Beykzadeh Doron Kalai et al. (2018)	Quantitative-qualitative	The results showed that foresight has nine dimensions of responding to society's needs, conceptual understanding, adapting to changes, strategic vision, decision-making, research talent, empowerment, research support and organization structure. The highest coefficient is related to the strategic vision dimension and the lowest coefficient is related to the decision-making dimension.
Khwaja Alli Jahan Tighi and Hestegar (2017)	It is descriptive and correlational	The findings showed that there is a significant relationship between talent management components and organizational agility.
Mirza Hakim and Poursaid (2017)	Descriptive-correlation (data analysis was done with spss20 software and descriptive and inferential statistics such as mean, standard deviation, Pearson and Spearman correlation coefficient and linear regression were used)	The research results showed that there is a direct and meaningful relationship between talent management and organizational innovation. There is a direct and meaningful relationship between recruiting talent, developing human resources, and retaining talents and organizational innovation, but there is no significant relationship between evaluating and discovering talents and organizational innovation. The best predictor of organizational innovation is talent recruitment, so it was suggested that managers formulate and implement short-term and long-term plans for talent management in the bank.
Haghigi Melai et al. (2016)	descriptive-correlation	The results showed that based on multivariate regression, the components of personality traits and leadership style can explain 19% and 40% of future research capability in managers, respectively. Also, the results of the path analysis showed that personality traits, in addition to direct prediction, can also indirectly and through the leadership style variable predict the future research ability of managers, it deserves to be considered in the replacement of managers.

3. Methodology

The current research is applied-developmental in terms of its purpose and descriptive in terms of its method. The approach used in this research is a mixed exploratory one, which is a combination of qualitative and quantitative methods. Interviews and questionnaires are used to answer the research questions. According to the development process of the research, the inductive method was used to discover the variables in the research in order to design the model. In the current research, the purposeful sampling method was used due to the use of the interview tool (Strauss and Corbin, 2007). This stage involved the use of qualitative methods and its results were used as the basis for the next stage. In the second step, the model identified through grounded theory was tested and its validity was determined using the structural equation analysis method via AMOS software. To collect the data, exploratory interviews were conducted with managers, psychology elites, knowledge management and organizational behavior experts. In this research, the purposeful (non-probability) sampling method was used using the strategy of combining multiple purposeful methods. In this way, the selection of samples continued

until there were no newer information or new features. A total of 12 interviews were conducted (11 managers and employees of the organization and one psychology elite). In the second stage, the purposeful sampling method was used to determine the validity of the model and to use structural equation analysis. The number of samples at this stage was 181 people.

The collection tool in the quantitative stage was a researcher-made questionnaire using a five-point Likert scale, whose content validity was confirmed by obtaining the opinions of elites and experts, and its reliability was confirmed by calculating Cronbach's alpha coefficient. To determine the CVR of the questionnaire, the designed questionnaire was given to 11 experts in this field, and according to the table, the acceptable CVR value was considered to be 0.75. After calculating the CVR, a number of 0.92 was obtained, so it was determined that all the questions of the questionnaire had the necessary validity and reliability. It was entered into the SPSS software and then Cronbach's alpha was calculated. Considering that the overall alpha value of the questionnaire is 0.85 and this value and the rest of the alpha values are above 70%, therefore it can be claimed that the questionnaire has the necessary

reliabilityOut of 190 distributed questionnaires, 185 questionnaires were returned, of which 181 completed questionnaires were used in the analysis.

4. Findings

The main research question was: "What is the knowledge development model of future managers based on talent management in the Social Security Organization?" The findings are presented in two parts, qualitative and quantitative.

Qualitative findings

In this section, the open and central coding of each part of the contextual model are presented.

Causal conditions: Causal conditions are categories that affect the central category. According to the conducted interviews, the central codes of "individual factors, organizational factors, environmental factors, and technological factors" were identified and made into a wider selection code. Causal conditions: The participants in the research stated that conditions are involved in future managers based on talent management and personality types, such as individual factors, organizational factors, lack of proper selection, and knowledge and skills of employees, as displayed in Table 2.

Table 2. Axial coding of qualitative data (causal conditions)

Axial coding	Secondary coding	Open coding
Lack of proper selection	talent search	Barriers to talent
	Selection based on the organization's strategy	Strategic priority
Knowledge and skills of employees	Workforce planning	Human resource talent management
		Recognizing the required talents
	Lack of employee talent management	Lack of employee talent management
Individual factors	Skill planning of employees	Practical skills of employees
	Career advancement	Lack of career advancement
	Job outlook	A person's outlook on the job
Organizational factors	resource management	Waste of resources
	Legislation	Macro-government considerations for organizations
	Organizational Culture	Cultural preference

Contextual conditions for the presentation of the knowledge development model of future managers based on talent management: the background or context is a set of special characteristics that indicate the phenomenon in question, that is, the place of incidents and events related to the phenomenon.

The context indicates the set of special conditions in which action and reaction strategies take place. The set of background elements in future managers based on talent management and personality types includes "organizational platform, talent selection, talent application", as shown in Table (3).

Table 3. Axial coding of qualitative data (contextual conditions)

Axial coding	Secondary coding	Open coding
Organizational platform	Organizational Structure	improvement
	Support and support	Job support
Selection of talents	talent seeking	Access to talent
	trust building	Talent assessment
Use of talent	Suitability of job and talent	Organizational Trust
		The interaction of talent and occupation
	Discover hidden talents	Talent recognition
		Organizational talent

The intervening conditions of presenting the knowledge development model of future managers based on talent management:

structural conditions belong to a phenomenon and affect action and reaction strategies. They facilitate or constrain

strategies within a particular context. The contributors suggest that psychological (individual) factors, individual factors, managerial factors are among the intervening

conditions of the knowledge development model of future managers based on talent management, as presented in Table 4.

Table 4. *Axial coding of qualitative data (intervening conditions)*

Axial coding	Secondary coding	Open coding
psychological factor (individual)	talent search	Giftedness
	Personality psychology	Psychological contract Character recognition
Individual factor	Understanding complexity	Data analysis
	Individual experience	Work Experience
Managerial agent	commitment	Responsible manager
	Work environment shocks	Unforeseen events

Strategies for presenting the knowledge development model of future managers based on talent management: strategies based on actions and reactions to control, manage and feedback the phenomenon are investigated. Strategies are purposeful and

are done for a reason. The strategies of this research include talent sourcing, empowering managers and employees, matching the job and the employee, succession planning, foresight, and cognitive strategy, which are shown in Table 5.

Table 5. *Axial coding of qualitative data (strategic conditions)*

Axial coding	Secondary coding	Open coding
Talent sourcing	Talent Survey	Talent assessment
		Identifying people with high potential
		Useful performance evaluation system
		The ability of managers in talent management
	Recruit talent	Efficient recruitment with talent management
		Key indicators of talent search
		Recruitment and selection
Empowering managers and employees	Cultivating talent	Matching person and job
		Education
	Talent development	skill training
		Flexibility in performing job duties
		Categorizing people according to the purpose
		Development and maintenance of human resources
	Suitability of job and employee	typology
Participatory Management		Partnership management
		team work
Succession	Talent leadership	Succession and job rotation
	Knowledge of continuous development	Agility
		Identification of strengths and areas that can be improved
	Talent development management	Management of talent development in the organization
Foresight	vision	Achieving strategic goals
	Organizational strategy	Management of organizational structure
		Organizational culture support
		Clarity of the objective of strategy
		Having a unified view of the entire organization
	Organizational goals and vision	Understanding organizational goals
Cognitive strategy	Organizational decentralization	Having a vision
	Organizational complexity	Talent support and support
		Combining talent and responsibility

Consequences of presenting the knowledge development model of future managers based on talent management: the results that emerge as a result of strategies.

Consequences are the results of actions and reactions. Consequences cannot always be predicted and are not necessarily what people intended. Consequences may be

incidents and events, take a negative form, be real or implied, and occur in the present or future. It is also possible that what is considered an outcome at one point in time may become a part of conditions and factors at another point in time. The results of this research include organizational results, public satisfaction, future development, which are presented in Table 6.

Among the identified factors, a selective coding paradigm was performed and based on that, the linear relationship between the secondary code and the central code of the research, including causal conditions, background conditions, intervening conditions, strategies and consequences, was determined. Figure (1) shows the coding paradigm indicating the qualitative research process model.

Table 6. Axial coding of qualitative data (consequences)

Axial coding	Secondary coding	Open coding
Organizational results	Organizational efficiency and effectiveness control	Savings and productivity
		Adequate financial performance
	Organizational management	Application of talent
	Organizational support (promotion).	Increasing knowledge management to acquire skills
		Improving the talent management process
		Excellence in organizational development
		Increase optimal performance
Everyone's satisfaction	Customer Orientation	Customer satisfaction
	HR satisfaction	employee satisfaction
Futurization	The organization future	Achieving the organization's goals
	Future achievements	Matching performance with ideas

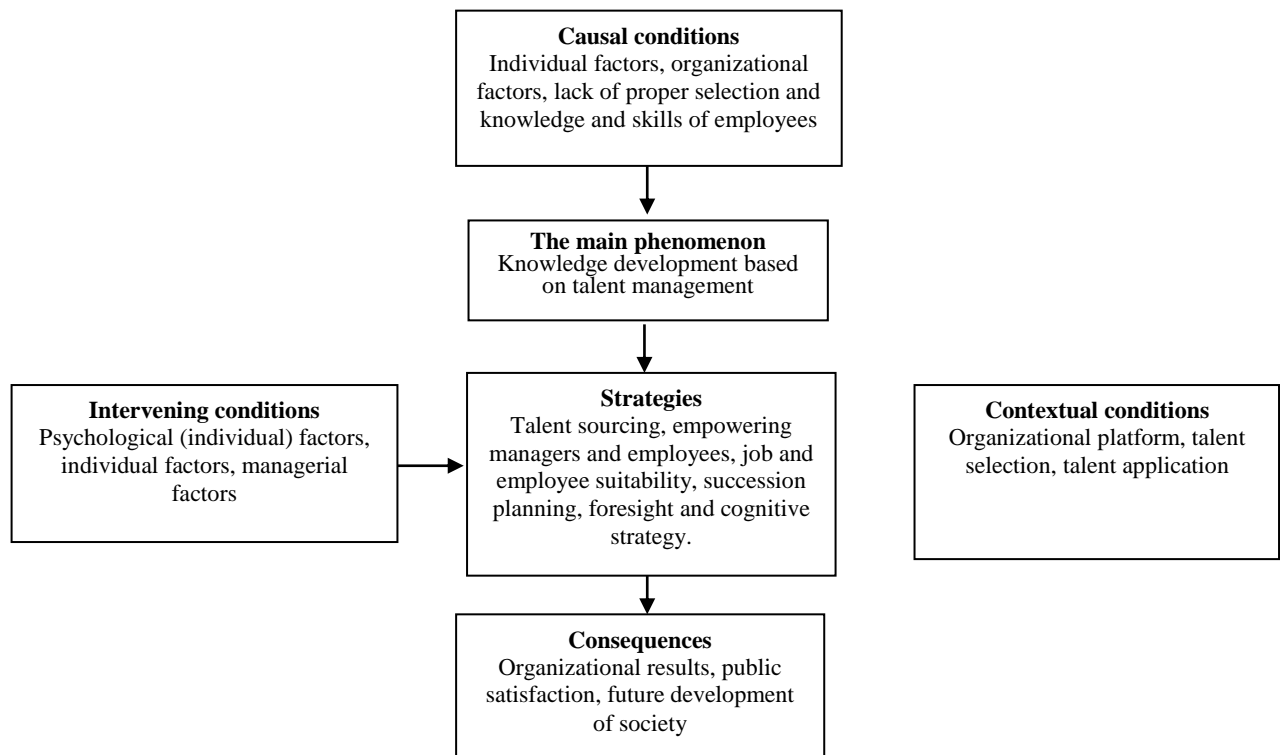


Figure 1. Conceptual model of the research

Quantitative results

In the quantitative phase of the research, the designed model was validated based on the designed questionnaire and using the structural equation method. Before dealing with this section, a summary of descriptive statistics is provided as described in the following table:

H0: The distribution of data related to variables is normal

H1: The data distribution of the variables is not normal.

Table 7. Data normality test

Variables	Kolmogorov Smirnov	Significance level	Test result
Causal conditions	0.711	0.201	normal
Contextual conditions	0.926	0.099	normal
Intervening conditions	0.749	0.160	normal
Strategies	1.033	0.118	normal
Consequences	0.841	0.172	normal

Based on the results of the Kolmogorov-Smirnov test, in all cases, a significance value greater than the error level (0.05) has been obtained. Therefore, there is no reason to reject the null hypothesis and the data distribution is normal.

Studying the significance of the knowledge development model of future managers based on talent management

After confirming the factorial structure of the research constructs, structural equation modeling was used to examine the relationships between the variables and to test the research hypotheses. A structural equation model is a specific causal structure between a set of unobservable constructs. A structural equation model consists of two components: a structural model that specifies the causal structure between latent variables and a measurement model that defines relationships between latent variables and observed variables. Using the structural equation model, the relationships between hidden variables can be investigated, as well as the measurement items of each hidden variable with the relevant variable. Multivariate theoretical models cannot be evaluated by the bivariate method, where only the relationship of an independent variable with a dependent variable is considered each time. Multivariate analysis refers to a series of analysis methods whose main feature is the simultaneous analysis of K independent variables and n dependent variables.

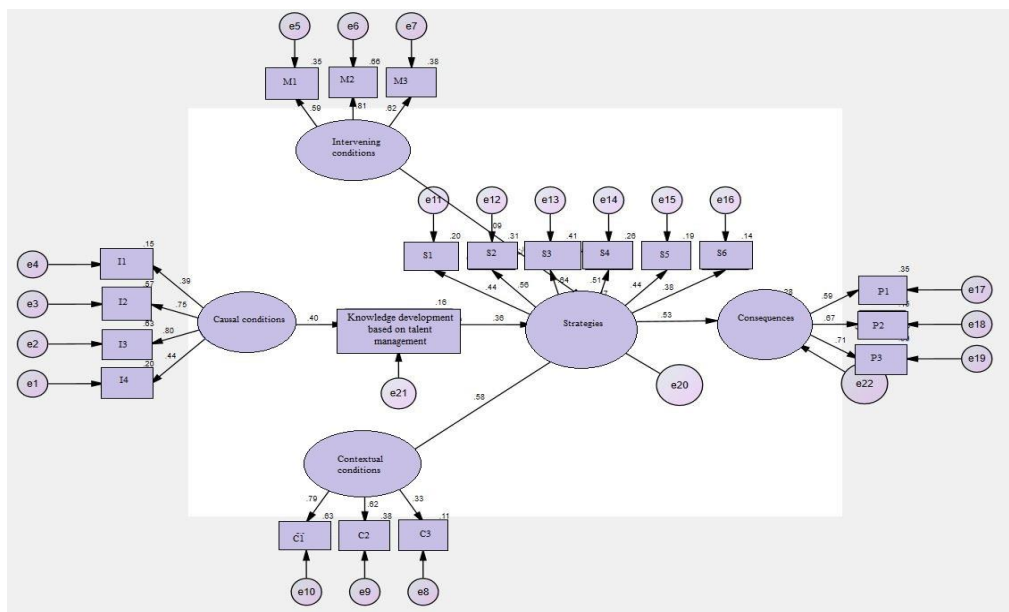


Figure 2. Structural model being estimated by Amos software

All factor loadings are higher than 0.3, to express the acceptability of the model, Bentler-Bonnet normalized fit indices, relative fit, incremental fit, adaptive indices

and perfect square are used, and the results obtained from the model are displayed in Table 8.

Table 8. *Model fit indices*

SRMR	PCFI	PNFI	PRATIO	RFI	IFI	GFI	CFI	NFI	RMSEA	X2/df	Model
0.8>	0.5<	0.5<	0.5<	0.9<	0.9<	0.9>	0.9<	0.9<	0.1>	2>	Acceptable amount
0.017	0.578	0.520	0.836	0.99	0.92	0.99	0.99	0.99	0.025	1.41	Calculated

In the following, the influence of the identified factors on each other are examined:

Table 9. *Investigating the influence of the identified factors of the foundation data model on each other*

hypothesis	Path coefficient	t statistic	Result
Causal conditions on the central phenomenon	0.40	37/4	confirmation
A central phenomenon on strategy	0.36	25/11	confirmation
Strategies on the outcome	0.53	25/11	confirmation
Background conditions on strategy	0.58	34/11	confirmation
Conditions of intervention on strategy	0.37	57/7	confirmation

Based on table 9, the factors identified in the foundation's data model have influenced each other. The factor load of causal factors on the main category is 0.40 and its t-statistic is 4.37, the factor load of contextual factors on strategies is 0.58 and its t-statistic is 11.34. The factor load of intervening factors on strategies is 0.37 and its t-statistic is 7.57, the factor load of the main category on strategies is 0.36 and its t-statistic is 11.25. Finally, the factor loading of the strategies on the results was 0.53 and its t-statistic was 11.25. Therefore, it can be said that the research model is approved.

5. Discussion

The world today is entering a knowledge-based economy. In this economy, knowledge management and intellectual capital are considered to be the most important organizational assets, and the success of organizations is mainly rooted in the intellectual capabilities of employees. In the age of information, special attention is paid to human resources, especially in recruitment, development, and improvement of talents, preservation and maintenance of talents, creation of knowledge, their preservation and transfer of knowledge, and the application of knowledge are the

concerns of every organization. Because the responsibility of training human resources

and preparing them for the labor market is the responsibility of cultivating talent and knowledge. Therefore, human resource managers in the organization, by organizing a system based on the management of knowledge talents, can perform their most important roles based on the identification of knowledge talents, recruiting, maintaining, developing, and improving them, and providing learning opportunities through knowledge management. The social security organization needs to pay attention to this point that learning and development have an inseparable link.

Four categories of main causes for the development of future managers based on talent management and personality types were obtained, which included 1- lack of proper selection, 2- poor knowledge and skills of employees, 3- individual factors, and 4- organizational factors. In the core code of non-selection, which is due to the lack of proper talent search and the lack of selection based on the organization's strategy, the knowledge and skills of employees should be considered in order to manage the talent of human resources and identify the talents needed by the organization and properly manage the talent of employees. Individual factors that lead to a lack of career advancement and career attitude are effective in the individual's outlook on the job,. Also the culture of the organization should be placed in priority in organizations' programs. Korbanov et al. (2017) point out the necessity of the complex practical activity of future production, which is the formation of their readiness to solve business problems, work process management and organize productive interactions between group members. The set of background elements in future managers

based on talent management and personality types includes "organizational platform, selection of talents, application of talent".. These results are in line with the results of Mirza Hakim and Poursaid (2017) who showed that there is a direct and meaningful relationship between talent management and organizational innovation. There is a direct and meaningful relationship between talent acquisition, human resource development, talent retention, and organizational innovation, and the best predictor of organizational innovation is talent acquisition. Therefore, it was suggested that managers formulate and implement short-term and long-term plans for talent management.

Strategies are based on actions and reactions to control, manage and feedback on the phenomenon under investigation. Strategies are purposeful and are done for a reason. The strategies of this research include talent sourcing, empowering managers and employees, job and employee suitability, succession planning, future perspective, and cognitive strategy. It is suggested that talent search, recruitment, and selection, matching of person and job should be done correctly.

People with strengths and talents can be identified and helped to be improved, therefore talent development management, knowledge management, and having a favorable perspective to achieve strategic goals are necessary. These results are in line with the results of Rajabipour Meibodi and Mohammadi (2019), who showed that the integrated model of talent management consists of seven main categories, which are: identification and discovery of talent resources, the recruitment of talent resources, selection of talent resources, development of talent resources, maintaining talent resources, evaluating talent resources and the outcomes of talent resources. Roshan et al.'s(2019)research showed that the talent management system should at least include three key components of recruitment and selection, training and development, and maintenance. These results are in line with the results of Beykzadeh Doroun Kalai et al. (2018), who showed that foresight has nine

dimensions: responding to society's needs, conceptual understanding, adaptation to changes, strategic vision, decision-making, research talent acquisition, empowerment, and research support, and the structure of the organization. The highest coefficient is related to the strategic vision dimension and the lowest coefficient is related to the decision-making dimension in this research. Similarly, Haghighi Melai et al. (2016) showed that based on multivariate regression, the components of personality traits and leadership style can explain 19% and 40% of future research capability in managers, respectively.

6. Conclusion

By using a grounded theory, the identified factors included causal conditions (individual factors, organizational factors, lack of proper selection and knowledge and skills of employees), background conditions (organizational platform, selection of talents, use of talent), intervening conditions (psychological factors, individual factors, managerial factors), strategies (talent sourcing, empowering managers and employees, job and employee fit, succession planning, foresight, and cognitive strategy), and consequences (organizational results, public satisfaction, future development) with the main phenomenon identified as future managers. Then structural equations were used to test the research hypotheses and the research model was confirmed. Later on, the influence of the identified factors on each other were investigated in qualitative and quantitative stages.

The suggestions based on the obtained results are:

- Creating an environment where employees can use all their capacities to develop their abilities.
- Creating an atmosphere of mutual understanding, especially in times when the cultural values of the organization are different, and ensuring that the employer has the power to choose among the genius forces.
- Developing the knowledge of managers and entrepreneurs who can create new

business models based on modern knowledge and methods.

- Speeding up the development and professional development of employees in order to develop talents and knowledge.
- Creating an information and knowledge dashboard to improve the selection and recruitment system of employees.
- Encouraging meritocracy based on a knowledge extraction system
- Creating a learning environment and recognition of talents.

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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