



## Introducing a Talent Sports Business Management Model in the Corona Pandemic

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### ABSTRACT

**Purpose:** The coronavirus has posed significant challenges to organizations' talent management systems. Therefore, a model for talent management of sports organizations has been designed and validated to adapt to this situation.

**Methodology:** This research is mixed (qualitative-quantitative) in terms of applied purpose and collection method. This study's statistical population comprised experts in sports management at the university, many implementations, and the Ministry of Sports and Youth staff. The purposive sampling method was used for qualitative sampling, and sampling continued until the theoretical saturation was reached; based on this, 15 interviews were conducted. In the quantitative section, 405 samples based on the number of parameters calculated in the qualitative area were randomly selected. Coding and confirmatory factor analysis were used to analyze the data: The structural-breath (ISM) method and ISM software.

**Findings:** The results showed that talent management of sports organizations is a function of causal factors (strategic agility, diversity management, convergent innovation, flexibility maturity, business intelligence, electronic knowledge management), contextual (online learning and training, organizational transformation, digital transformation) And interventionist (globalization, turbulent atmosphere, global mobility) and by applying blockchain implementation strategies for selection and recruitment, electronic human resource management, strategic alignment and strategic identification of human capital, one can expect personal and organizational consequences. It was positive for sports organizations. Based on the obtained results, talent management in sports organizations is affected by causal, contextual, and intervening conditions, and in dealing with them, the mentioned organizations need a blockchain system for selection and employment. Plan and implement e-human resource management, strategic alignment, and strategic identification of human capital.

**Originality:** One of the challenges of today's sports organizations is talent management. In this research, an attempt was made to provide a comprehensive model in this field with a comprehensive view and simultaneously with the outbreak of the Corona pandemic.

### Keywords

Corona Virus  
Business Intelligent  
Digital Technology  
Globalization  
Human Resources  
Sports Organizations  
Talent Management

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## 1. Introduction

Practitioners and academics consider talents a unique resource that can determine a favorable organizational outlook – in various business settings, including sports (Collings & Mellahi, 2009; Lewis & Heckman, 2006). Thereby, McKinsey & Company consultants set talents in focus, highlighting the “war for talent”, i.e. organizations’ imperative to attract, develop and retain talents as a core organizational performance driver (Chambers et al., 1998). Talent management has experienced the most significant growth over the last two decades (McDonnell et al., 2017). Due to its competitive nature, talent management was introduced and welcomed in private organizations and large multinational companies (Muratbekova-Touron et al., 2018). Its scope has been extended to sports organizations because of properly utilizing talent management and its dimensions. It is possible to improve the productivity of human resources and, consequently, innovation in sports organizations and cause more efficiency of talented people in the organization (Lotfi Yamchi et al., 2017). However, recent studies show that many large organizations, including sports organizations, face severe problems with the shortage of talented individuals (Mousavi Cheshmeh Kaboudi et al., 2020). Talent management is defined as implementing integrated or systemic strategies to improve recruitment, nurturing, and retaining processes according to their skills and meeting the future and present needs of the organization (Wright et al., 2003). It has several levels, and talent management perspectives determine talent management practices that affect organizational, group, and individual outcomes (Aljbour et al., 2022). Talent management assures the organization that qualified people with appropriate skills are in suitable positions to achieve the expected business goals. Talent management includes a complete set of processes for successfully identifying, employing, and managing individuals to implement the business strategy required by the organization. These processes, which are effective in the life cycle of employees, are divided into three main areas: talent recruitment, alignment and retention of talents, and talent development (Aguinis & Burgi-Tian, 2021; Pruis, 2011).

Currently, the coronavirus pandemic has created significant challenges for talent management systems of organizations, including stopping hiring and firing employees, blocking salaries, canceling bonuses, reducing salaries, changing the way they work (e.g., working remotely), increasing stress and burnout (Aguinis & Burgi-Tian, 2021; Khoshbakht Ahmadi et al., 2022). Also, this virus has changed the future of talent management, and it is observed that organizations in the face of this situation use more than the capacity of information technology and avoid traditional measures for talent management (Haak-Saheem, 2020). So that at present, many companies and organizations attract top talents through social networks (Pandita, 2021). In addition to what has been mentioned, this virus has completely disrupted individuals' daily lives and working lives (Li et al., 2021). And the sudden growth of the pandemic has led to economic fluctuations, a significant increase in the unemployment rate, widespread changes in the activities of organizations, and fundamental reforms in working and management styles (Lee & Trimi, 2021). Therefore, to adapt to these unprecedented challenges, organizations must improve their external and internal performance by

modifying their business continuity plans, changing management strategies and policies, and downsizing the workforce. Many businesses and organizations made changes to manage their operational and economic challenges. However, there has not been any significant progress in the talent management of organizations (Aguinis & Burgi-Tian, 2021; Lee & Trimi, 2021). Previous research shows that the formation of talent management is subject to various forces and subjects. This means that these forces must exist in the organization and its pillars to expect the formation of optimal talent management. Dayeh and Farmanesh (2021) found that talent management relates to organizational commitment and intention to leave employees. Also, organizational culture plays the role of moderating variable. In contrast, Setyawan (2021) concluded that talent management has a positive and significant effect on organizational performance, but organizational culture has no significant role between talent management and organizational performance. Also, Mujtaba and Mubarik (2022) showed that talent management positively affects organizational sustainability and that sustainable behaviors mediate the relationship between talent management and organizational sustainability. Aguinis and Burgi-Tian (2021) examined the challenges of talent management during and after the coronavirus and then reported that measuring the results simultaneously with measuring behaviors, measuring adaptive performance, consulting and consulting to preserve top talents, implementing a multipurpose performance management system, collecting and using performance promoting privileges are the only solutions to overcome the emerging challenges. Al-Dalalmeh and Héder-Rima (2021) also found that talent management measures can significantly explain the willingness to leave the staff and negatively reduce this negative behavior among the mentioned employees. Chen et al. (2021) showed that a strategic talent management system could positively affect employees' positive behaviors if planned carefully with a focus on investment in talented individuals (Chen et al., 2021). Haak-Saheem (2020) concluded that information technology capacity should be used to avoid the destructive consequences of Corona. In another study, Anlesinya and Amponsah-Tawiah (2020) discovered that organizational responsibility (organizational accountability), organizational justice, and job opportunities are the principles of a responsive talent management system. If this system is implemented, sustainability results will emerge favorably at different levels of employee welfare, corporate welfare, and work. Saeedi et al. (2020) confirmed the effect of the mental model on open innovation in Iran's sports industry manufacturing sector with the role of talent management mediator (Saeedi et al., 2020). In addition, Mahmodi et al. (2020) identified the success of career path and recruitment capability in subsequent projects based on future talent management and prospective career path behaviors (Mahmodi et al., 2020). Finally, Maleki et al. (2020) showed that at the highest level of performance management factors and other levels, discovery and recruitment and strategy and foresight factors, factors of development, evaluation and implementation, knowledge and information and variability and transformation, factors of establishment and utilization, maintenance and services as well as synergy and coherence, organizational participation factor, factors of self-based adjectives, freedom and independence Competency and job capability and at the lowest level of effectiveness are the effective

roles on talent management. What is inferred from reviewing past research is that different factors play a role in the formation and promotion of talent management in different organizations. These factors vary depending on the type of organization, and the vast majority are derived from research that has been reviewed regardless of crises (Aguinis & Burgi-Tian, 2021; Haak-saheem, 2020; Lee & Trimi, 2021). In addition, little research has been conducted on talent management in sports and sports organizations. It has been investigated whether any research is like normal situations without crises. In addition, little research has been conducted on talent management in sports and sports organizations. It has been investigated whether any research is like normal situations without crises. Such a trend in research has led to the formation and improvement of talent management in the past, which is now void with the pandemic crisis. According to Aguinis & Burgi-Tian (2021) and Haak-Saheem (2020), talent management systems do not function as they did before because they have not experienced crisis managers similar to the coronavirus before and have not already planned to face it (Aguinis & Burgi-Tian, 2021; Haak-Saheem, 2020). This has caused more uncertainty and variability in talent management systems in different organizations. As a result, organizations are currently facing the problem of a shortage of talented individuals, even though the effects of this crisis are expected to continue for years to come. In such a situation, managers of sports organizations need to know what factors play a role in the development of human resource talent management and how to manage talent management optimally as before during Corona and post-Corona. Therefore, the researcher in this study seeks to design and validate the talent management model of sports organizations in line with the coronavirus pandemic. It is expected that the results of this study provide solutions for the talent management efficiency of sports organizations and the elevation of talent management system weaknesses that have been emphasized in past research.

## 2. Methodology

This research is applied in terms of purpose and duration of collection method among mixed (qualitative-quantitative) research. In the qualitative part, the data theory of Strauss and Corbin's systematic approach foundation was used, and in the quantitative part, the descriptive-survey method. The statistical population of this study was established in the qualitative section of sports management experts in the university and implementation field and the quantitative section of the Ministry of Sports and Youth staff. A purposeful sampling method was used for sampling in the qualitative selection, and samplings continued until the theoretical saturation level, so 15 interviews were conducted. In the quantitative part, the number of samples was selected based on the number of parameters in the model, and for each parameter, five samples were determined. This means that since the number of parameters was 81 in this study, the sample size was 405. The sampling method in this section was randomly clustered. In addition, semi-structured interviews were used in the qualitative area for data collection. Each interview lasted between 30 and 60 minutes, and after each interview, the contents were recorded and typed. Immediately after the interview, the initial analysis and coding were performed continuously. Lincoln and Guba (1985)

evaluation criteria, including validity, transfer, reliability, and verification, were considered to assess the quality of the study (Lincoln & Guba, 1985). In the following, while examining the case of each of these criteria, some appropriate strategies for meeting these criteria have been mentioned in the present study. To achieve validity, the following methods were used in this study: A, multilateral assessment: In the process of data collection and information, and selection of research samples for interviewing and designing interview questions, various sources and aspects have been used. B. Evaluation of participants from the research: Interview transcripts and extracted codes were sent to participants in the interview, and their points of view were applied. Transferability refers to the extent to which the study findings can be transmitted or used in other groups or locations. In this study, the following methods were used to achieve this criterion: documentation: All stages of the research were documented in writing for the possible use of other researchers. B. Context logical conditions report: Demographic conditions of interviewees were presented in detail. Reliability: Refers to the stability of data over different times and conditions. In this study, achieving this criterion was done through the following method: A, using two coders: One of the research's management experts in the coding field was assisted. Two interviews were randomly selected, and after the necessary training, coding was performed on them. In each interview, the codes that were similar in terms of two persons were identified as agreement, and non-similar codes were identified as non-agreement. The percentage of agreement between the two coders was calculated using the following formula, and the results were presented in Table 1.

$$\text{Percentage of reliability} = \frac{\text{Number of agreements} \times 2}{\text{Total number of codes} \times 100}$$

**Table 1.** Results of reliability study between two coders.

Interview number	All codes	Agreements	Non-agreements	Percentage of reliability
1	18	7	7	0.777
7	14	6	2	0.857
Total	32	13	6	0.812

As the table data shows, the total reliability between the two coders is 81%. Since the reliability is more than 60%, the reliability of the coding was confirmed. Conformability: Indicates the relationship between data and resources and the emergence of results and interpretations of these sources. For this purpose, the following methods were used: A, evaluation of experts outside the research process: The results of this study were presented to several university professors outside the research process. After studying and reviewing them, their opinions were obtained. B. Describing the research process: In the present text, the research stages, including data collection, analysis, and formation of themes, are described to provide the possibility of auditing the research for audiences and readers. Also, to confirm the validity of the measurement tool, three types of validity, content validity (a survey of experts confirmed content validity), convergent validity (measured by the extracted mean-variance), and divergent validity (measured by Furnell and Larker method) were used and to determine the reliability of the questionnaire, two criteria of

Cronbach's alpha coefficient and Compound reliability coefficient were used. Finally, the qualitative section used three overlapping processes of open coding, axial coding, and theoretical coding to analyze the data. Second-order confirmatory factor analysis was used using Smart PLS software in the quantitative part.

### 3. Results

In this study, 15 experts were interviewed to achieve the study's primary objective after studying books, articles, documents, and documents. Demographic information of these individuals is visible in [Table 2](#).

**Table 2.** Demographic information of participants.

Serial number	Experience	Education	Field of Study	Field of Activity	
				University	Executive
1	15 years	PhD	Physical Education and Sport Sciences		✓
2	Nine years	PhD	Sports Management	✓	
3	18 years	PhD	Physical Education and Sport Sciences		✓
4	13 years	PhD	Sports Management		✓
5	17 years	PhD	Sports Management		✓
6	23 years	PhD	Physical Education and Sport Sciences		✓
7	11 years	PhD	Sports Management	✓	
8	Seven years	PhD	Physical Education and Sport Sciences		✓
9	21 years	PhD	Sports Management	✓	
10	25 years	PhD	Sports Management		✓
11	14 years	PhD	Sports Management	✓	
12	16 years	PhD	Sports Management	✓	
13	15 years	PhD	Physical Education and Sport Sciences		✓
14	19 years	PhD	Physical Education and Sport Sciences	✓	
15	13 years	PhD	Sports Management	✓	

Based on the text of all interviews in the open coding stage, 81 primary concepts or codes were identified. Then, in the pivotal coding phase, considering the semantic affinity of the identified concepts, 18 sub-categories, including globalization, turbulent space, global mobility, implementation of a Blockchain system for selection and recruitment, business intelligence, online learning and education, organizational transformation, flexibility maturity, digital transformation, convergent innovation, electronic, human resource management, diversity management, strategic alignment, strategic identification of human capital, strategic agility, electronic knowledge management, personal consequences, and organizational consequences were formed. Finally, five main categories were developed based on sub-categories: causal factors, underlying factors, interventional factors, strategies, and outcomes. [Table 3](#) shows how the coding process is specified.

**Table 3.** Results of the open, axial, and selective coding process.

Interview Source	Concepts adapted from the interview	Sub-categories	Main category
P4, P5, 13	The synergy of diverse perspectives and creating different solutions for problem-solving		
P5, P13	Participatory decision making	Diversity Management	
P14	Give personality to everyone		
P4, P9, P14, P15	Maximum use of people's capacity		
P3, P5, P7	Focus on personal and organizational culture		
P3, P9	Combining different objects, technologies, ideas, and strategies		
P4, P8, P10, P11, P14	Creating agility with dynamic capacities	Convergent innovation	
P3, P5, P8, P10	Creating managerial and technological innovations		
P4, P5	Strengthening technological innovation capabilities		
P2, P3, P14	Strategic flexibility		
P14	Technology flexibility		
P2, P14	Structural flexibility	Maturity of flexibility	
P2, P14	Financial flexibility		
P2	Human Resources Flexibility		
P2, P8, P14, P15	Using flexible working practices		
P3, P7, P8, P10, P14	Acceptance and routinizing of business intelligence		Cause factors
P3, P5	Integration of scattered and heterogeneous data of the organization	Business Intelligence	
P2, P4, P5, P7, P10, P11, P12	Use applications		
P1, P4, P12	Providing analytical reports for managers' decision making		
P1, P2, P5, P11, P13, P14	Database Formation		
P4, P11, P13	Shared responsibility		
P4, P5, P8, P9, P12	Clarity and clarity of the landscape	Strategic agility	
P8, P11, P12, P15	Choosing strategic goals		
P9, P12, P15	Understanding and understanding the fundamental capabilities of the organization		
P3, P4, P8, P9, P11, P12	Web-based knowledge production and development	Electronic Knowledge Management	
P3, P4, P12	Web-based knowledge transfer and information technology		
P12, P15	We are using web-based knowledge and IT.		
P1, P4, 6, P7, P9, P11, P13	Providing efficient educational technical infrastructure		
P3, P4, P14	Providing the resources needed for online learning	Online Learning and Training	
P3, P5, P10, P11, P12, P15	The relationship between the change management process and online learning and teaching process in the educational system		
P3, P4, P15	Uniform and increasing change in the environment over time	Organizational Transformation	
P1, P7, P9	Fundamental change in services, processes, systems, structures, and patterns		Underlying factors



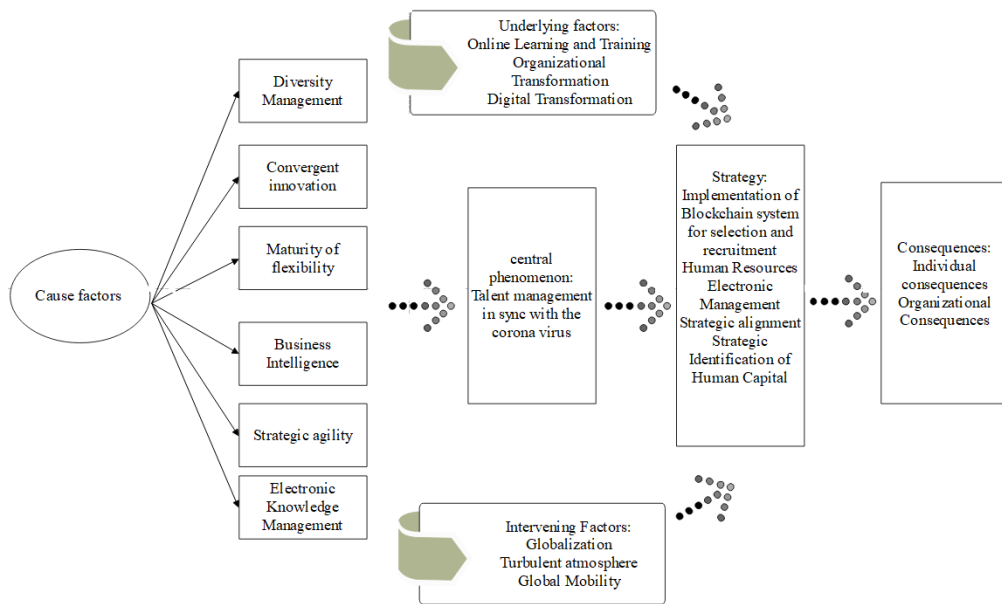
Interview Source	Concepts adapted from the interview	Sub-categories	Main category
P7, P9, P14	Gradual promotion and improvement of services	Digital Transformation	
P1, P3, P4, P6, P7, P8, P9, P11, P12, P13, P15	The use of digital technology in all pillars of the organization		
P3, P4, P6	Changing process automation using digital technology		
P4, P8	Using digital technologies to change business models, create new opportunities, revenues, and value		
P3	Using new technologies such as big data, IoT, cloud computing		
P3	Change from the traditional model to digital businesses	Globalization	
P1, P5, P9	World-class awareness		
P1, P9	Action on a global scale		
P7, P11, P14, P15	Development of cross-border technologies		
P3, P11, P5	Global Talent Management	Turbulent atmosphere	Intervening Factors
P4, P6, P8, P9, P11, P12	Constantly changing the atmosphere of organizations		
P1, P9, P14	Unprecedented changes at the organizational level		
P1, P2, P4, P6, P7, P10, P11, P13	Changing demographic characteristics	Global Mobility	
P2, P3, P5, P10, P11, P13	Advances in technologies		
P1, P3, P4	Global Human Resource Flow		
P9, P15	Utilizing the experience and expertise of human capital in different places		
P9, P4, P15	Effective use of global talent		
P5, P15	Long-term missions and short-term missions	Implementation of a Blockchain system for selection and recruitment	
P3, P10	Adapting people's skills and performance with businesses via Blockchain		
P3	Discover and hire the right talents through Blockchain		
P3	Verifying applicants' resumes, verifying credentials, and checking candidates' records via Blockchain		
P3	Identifying volunteers' skills, knowledge, and experiences through Blockchain	Strategy	
P1, P3, P9, P10	Informed and directed support of web technology-based employees		
P10	Performing many human resource tasks electronically		
P10, P11	Electronic compensation of services		
P10	Electronic Performance Evaluation	Human Resources Electronic Management	



Interview Source	Concepts adapted from the interview	Sub-categories	Main category
P10	Covering an employee's entire life cycle from volunteering and hiring to quitting a web technology-based job	Strategic alignment	
P8, P9, P15	Combine all constituent parts of a whole to achieve the common goal		
P1, P8	Connecting organization components		
P11	Aligning human resources activities with the organization's strategy		
P11, P12	Emphasis on Unity		
P3	Creating coordination and consistency among the organization's strategies	Strategic Identification of Human Capital	
P8, P11	Using a centralized process instead of a traditional human resource strategic management perspective		
P8	Identification of vital human resources		
P8, P10, P14	Evaluation of human capital adaptation with strategic capabilities required		
P1, P3, P4, P5, P6, P7, P8, P10, P11, P13	Increase employee trust		
P1, P2, P8, P12, P14, P15	Increase employee satisfaction	Individual consequences	
P1, P3, P4, P5, P6, P7, P8, P11	Increasing employees' belonging to the organization		
P1, P2, P4, P5, P6, P7, P10, P12, P14, P15	Attracting talented people		
, P2, P3, P7, P8, P11, P12, P13, P14, P15	The persistence of talented people in the organization		
P3, P4, P6, P9, P11	Improving employee performance		
P1, P2, P3, P4, P10, P11, P12	Reducing costs and delaying the selection and recruitment process	Organizational Consequences	Consequences
P3, P5, P7, P11	Improving hiring automation		
P10, P11	Adapting the needs of the organization and the competencies of the workforce		
P3, P4, P8, P11	Integrating organization information		
P3	Improving the decision-making process		
P2, P4, P5, P7, P9, P10, P11	Reduce management costs	Organizational Consequences	
P1, P2, P3, P4, P8, P9, P11, P12, P13, P14	Increase organizational productivity		
P2, P8, P10, P14, P15	Accelerate accountability		

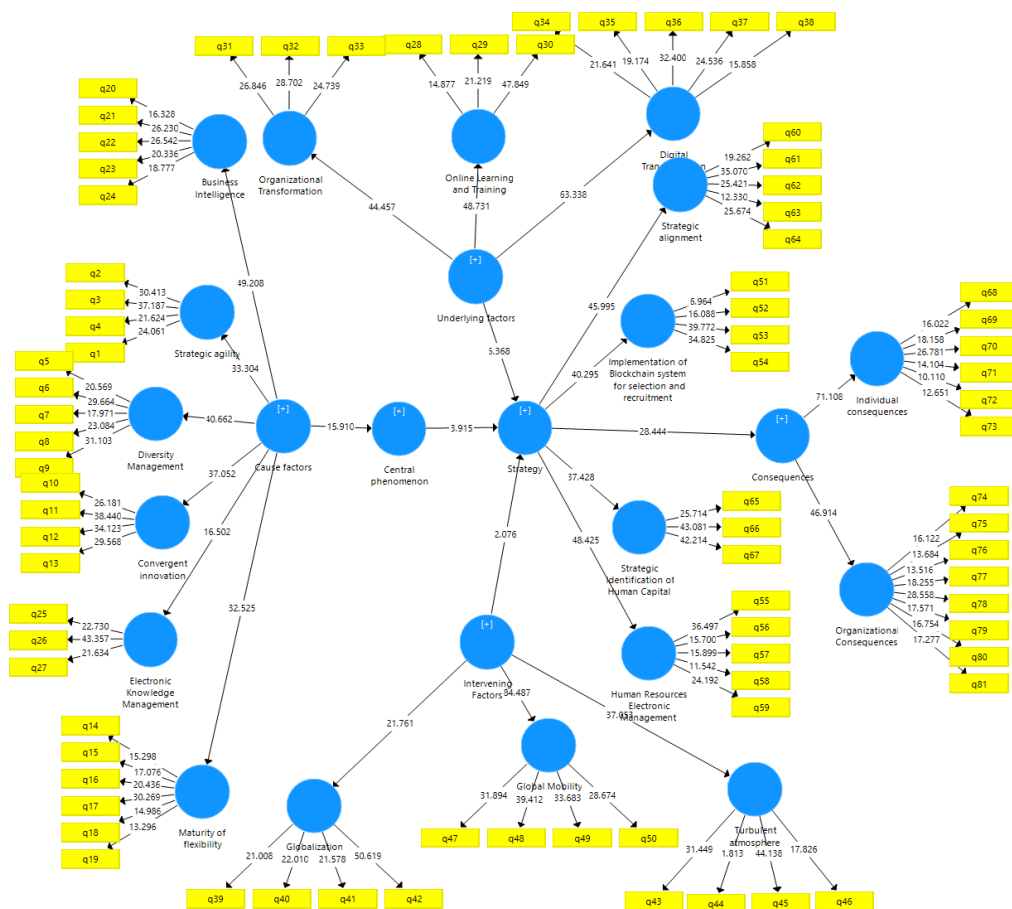
Finally, after identifying the initial concepts, sub-categories, and main categories of the talent management model of sports organizations along with the coronavirus pandemic, the link between types was depicted in the form of [Table 3](#). According to the talent management model of sports organizations, along with the coronavirus pandemic,

it is subject to the causal conditions of business intelligence, maturity of flexibility, convergent innovation, diversity management, strategic agility, and electronic knowledge management. These categories directly affect the talent management of sports organizations when Corona exists. It was also found that in this situation, the underlying factors of online learning and education, organizational transformation, and digital transformation are environmental factors that affect talent management strategies. In contrast, the interfering factors as external factors were subject to globalization, turbulent atmosphere, and global mobility. In addition, to manage the talent of sports organizations, it was found that implementing a Blockchain system for selection and recruitment, electronic, human resource management, strategic alignment, and strategic identification of human capital are among the strategies of this system. Finally, it was found that using appropriate techniques for talent management of sports organizations can be expected to have positive individual and organizational consequences.



**Figure 1.** Talent sports business management model of sports organizations during the coronavirus pandemic.

Then, a second-order confirmatory factor analysis approach was used to confirm the results of the qualitative section. Figures 2 and 3 of confirmatory factor analysis were presented as t-statistic output and factor load.



**Figure 2.** Confirmatory factor analysis of the talent management model of sports organizations in a significant state.

According to the above figure values, all the significant coefficients of t are higher than 1.96, which indicates the significance of all questions and relationships between variables at the confidence level of 0.95. Also, **Figures 3** show the factor loads ( $\lambda$ ) for each reference (obvious variables).

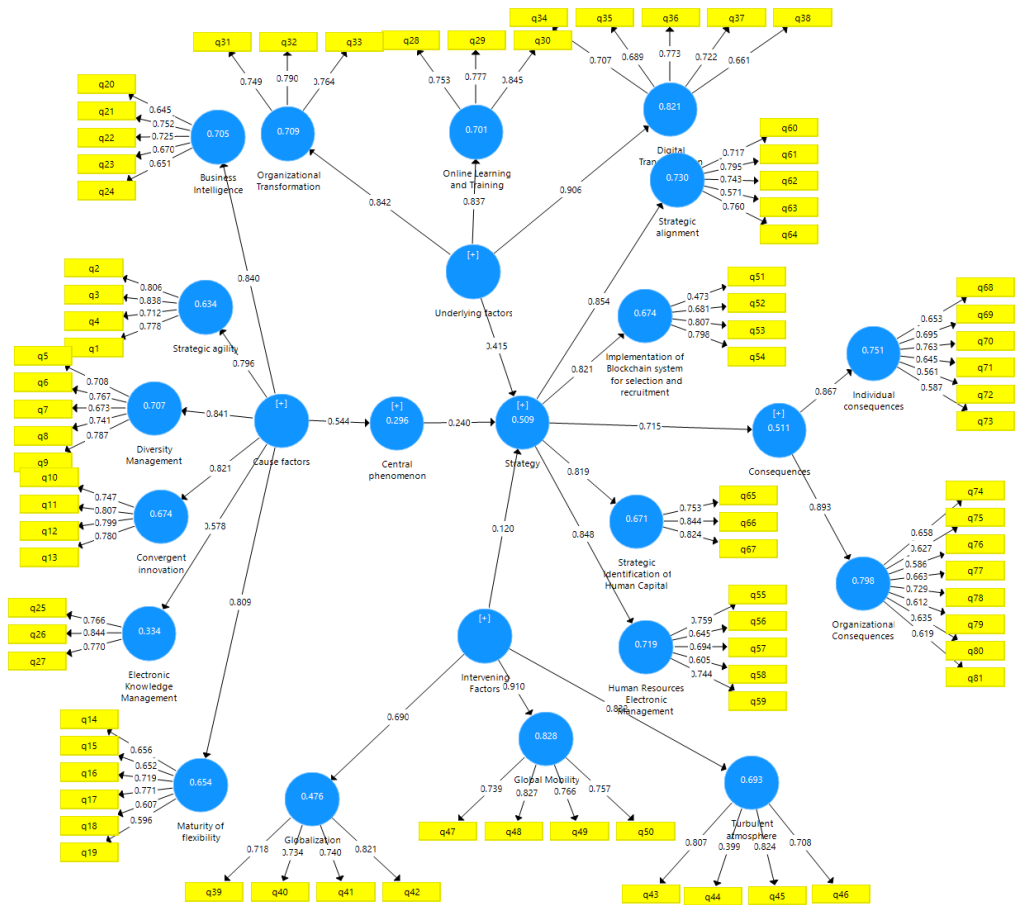


Figure 3. Confirmatory factor analysis of talent management model of sport organizations in standard mode.

According to the results, the number of factors loads of obvious variables from the cut-off point was 0.4, and the value of T-those statistics was higher than the cut-off points of 1.96.

In Table 4 Cronbach's alpha coefficient and compound reliability coefficient, and the average extracted variance are presented. The reported values confirmed the reliability and convergence validity of the components (sub-categories).

Table 4. Demographic information of participants.

Variables	Components	Cronbach Alpha	Combined reliability	Convergent narrative
Cause factors	Strategic agility	0.791	0.865	0.628
	Diversity Management	0.788	0.855	0.542
	Convergent innovation	0.790	0.864	0.614
	Maturity flexibility	0.752	0.829	0.548
	Business Intelligence	0.724	0.724	0.576
Background factors	Electronic Knowledge Management	0.707	0.707	0.631
	Online Learning and Training	0.705	0.835	0.628
	Organizational Transformation	0.652	0.812	0.590

Variables	Components	Cronbach Alpha	Combined reliability	Convergent narrative
Confounding Factors	Digital Transformation	0.755	0.836	0.506
	Globalization	0.750	0.842	0.572
	Turbulent atmosphere	0.650	0.792	0.499
	Global Mobility	0.774	0.856	0.597
Strategies	Blockchain implementation for selection and recruitment	0.642	0.790	0.594
	Human Resources Electronic Management	0.728	0.820	0.579
	Strategic alignment	0.765	0.843	0.520
	Strategic Identification of Human Capital	0.733	0.849	0.653
consequences	Individual consequences	0.729	0.816	0.528
	Organizational Consequences	0.796	0.848	0.513

Furnell and Larker's method was used to confirm divergent validity. According to the test results, the primary diameter of all structures was higher than its correlation with other structures, which shows the appropriate divers' validity and good fit of the measurement model.

#### 4. Discussion and conclusion

This study aimed to design and validate the talent management model of sports organizations in line with the Coronavirus crisis. Based on data-based findings, talent management, along with the coronavirus in sports organizations, is subject to causal conditions of strategic agility, diversity management, convergent innovation, maturity of flexibility, business intelligence, and e-knowledge control. This finding is consistent with the results of hourly studies by [Maleki et al. \(2020\)](#) that pointed to knowledge and information factors. Strategic agility is one of the most critical factors affecting performance, especially in the case of environmental uncertainty ([Pourzarnegar, 2022](#)). Operational, strategic agility allows organizations to improve performance in dynamic and competitive environments by modifying existing products and services. Operational, strategic agility enhances performance further by achieving greater efficiency in operations. In environmental competition, exploratory strategic agility helps organizations avoid fierce competition by providing new products and services. One of the most critical factors in the survival and progress of organizations in today's dynamic environment is their Agility. The characteristic of future environments is change and uncertainty. In such an environment, how should organizations function to benefit from changes while maintaining their position in the environment? Management science has also witnessed changes according to this principle. Management, whether in the public or private sectors, is responsible for the proper use of production factors for the three goals of the organization, employees, and the government.

For this reason, it isn't elementary to play a management role in this era. Also, in today's organizational environment, managing diversity in the workforce is very important for the success of organizations ([Davis et al., 2016](#)). Diversity creates a competitive advantage with the help of organizations to attract and retain the best employees, grow creativity and improve decision-making ([Foster & Harris, 2005](#)). However, if diversity is

not managed correctly, it can be the source of conflict that leads to inefficiency, poor quality, lack of creativity and innovation, and increased job turnover (Farrer, 2004). Diversity management goes beyond hiring diverse employees and means learning to assess and respond appropriately to the needs, attitudes, and values that various employees bring to an organization and finding the most effective ways to use diverse workforce skills and talents (Abaker et al., 2019). Also, the need for innovation and stimuli such as increased competition and integration have led organizations to move towards structures where work teams are the primary units (Kozlowski & Ilgen, 2006). In a study entitled *Convergent Innovation in the Digital Age and the COVID-19 Pandemic Crisis*, Lee and Trimi (2021) stated that sustainable innovation is essential for organizational survival and success in a turbulent market environment in the digital age, especially in the current COVID-19 pandemic crisis (Lee & Trimi, 2021). They believe that organizations should have agility with dynamic capacities to survive and grow in this new market space. In the face of unpredictable crises such as market turnaround (e.g., recession), political uncertainty (e.g., geopolitical and trade wars), climate change, wars, and health issues (e.g., the global COVID-19 pandemic), organizations must face the most severe sustainability tests. Organizations must rely on their innovation capacities to survive and flourish in times of crisis. In addition, the maturity of flexibility results from a macro vision, which makes it understandable and facilitates the implementation of flexibility in the organizational environment, ultimately leading to sustainable performance. This research provides a new flexible perspective for managers and researchers in software development. Sports organizations should carefully assess their current maturity level and try to develop selective measures or indicators that improve organizational performance. In addition, business intelligence is converting raw data into business and management information, which helps managers make their decisions faster and better and show a correct and accurate performance based on the correct information. Business intelligence is also a technology-based process used to analyze data to help senior managers, middle managers and other users make optimal decisions. Finally, sports organizations can access, create, organize, and use knowledge through electronic knowledge management. Organizations can also expand their knowledge of access to partners and business customers, even if special areas are limited. This can play an important role in the development of talent management as technology can promote knowledge culture by changing employers' habits in communication, participation, information sharing, learning, and decision-making. Also, based on data-based findings, talent management, along with the coronavirus in sports organizations, is subject to the underlying conditions of online learning and education, digital transformation, and organizational transformation. This finding is consistent with the Haak-Saheem (2020) results that reported the use of information technology capacity to avoid the destructive consequences of Corona. In explaining online learning and education, it can be noted that education in sports organizations has been significantly disrupted due to the limitation of dynamism and limited educational activities exchange programs along with the coronavirus (Haak-Saheem, 2020). Meanwhile, third-world organizations are facing policy inefficiency, inefficient technical infrastructure for management and organization during this pandemic, academic incompetence, and a lack of resources to control the scene of the

sudden change in educational planning. Small sports organizations are especially the most affected because they are not currently funded. But all sports organizations should learn to live and survive the current crisis because this is just the beginning. In the long run, no one can neglect digital transformation in the education of organizations. Also, it can be noted that transformation is a kind of organizational improvement strategy introduced in the late 1950s and early 1960s. It is based on insights and awareness of group dynamics and theory and practice related to planning change. In its evolutionary way, the organization has reached a coherent framework of theories and applications that can solve many important human problems. It should be noted that these developments provide guidelines for improving compatibility and adaptation between individuals and organizations, between the organization and its environment, and among organizational elements and components such as strategy, structure, and processes. These guidelines are implemented through change-making programs and activities to resolve the problem in specific and problematic situations. In addition, technological evolution is considered one of the inevitable organizational changes because, in many cases, the continuation of the organization's life depends on the absorption, acceptance, and utilization of new technology. Otherwise, achieving efficiency, innovation, and creating competitive leverage will be very difficult and, in some cases, impossible. Based on the findings based on data, talent management along with the coronavirus in sports organizations is subject to the interfering factors of globalization, turbulent atmosphere, and global mobility. In explaining this finding, it can be noted that the atmosphere of organizations today is very turbulent and constantly changing. In today's digital age, changes are occurring at an unprecedented rate and scale (Brosseau et al., 2019). The current crisis caused by the global COVID-19 pandemic is an extreme example of this turbulent atmosphere. Nowadays, many organizations no longer enjoy developing strategies with multi-year approaches but are trying to plan survival plans for the coming seasons or months (Blackburn et al., 2020). The macro waves of trends such as globalization, technological advances, environmental concerns, changing demographic characteristics, urbanization, global pandemic crisis, and other factors make the market increasingly insecure. The environment will become even more complicated as these macro trends are growing at an ever-increasing rate. For example, globalization has already changed the rhetoric of trade crises and nationalist glow (Lund et al., 2019). In the meantime, the pandemic crisis has accelerated geopolitical differences and severely disrupted the supply chain of most organizations, so many are wondering whether it is the end of globalization (Karabell, 2020). On the other hand, global mobility represents an important element of the current global workforce system. Although the outlook for global mobility has changed considerably in recent decades (Collings et al., 2007), global mobility remains a central element of pioneering strategies (Stahl et al., 2009). However, its topography is complicated, as contemporary organizations and companies rely on various workforce options to meet business needs. For example, permanent transfers, international business trips, commuting, and rotational missions, as well as long-term and short-term missions, are all important elements of the organization's global mobility strategies. Empirical research has confirmed that missions related to management development have changed personnel and role innovation because the officer adapts to the new environment. This



may explain why development missions seem to have more job promotion effects than other forms of mission (Stahl et al., 2009). In the meantime, personality traits of managers and leaders, along with intercultural leadership development experiences and high contact, appear as a key factor in determining the efficiency of global leaders. Finally, global mobility facilitates the development of a shared culture and creates the potential to promote equality and process judgment through the transfer of administrative work (Collings, 2014). In addition, based on data-based findings, talent management along with coronavirus in sports organizations is subject to Blockchain system implementation strategies for selection and recruitment, electronics human resource management, strategic alignment, and strategic identification of human capital. It can be noted that the recruitment system of employees in organizations is forced to enter the era of the industrial revolution in which the digital age continues to develop. The old manual recruitment method will be lost, and a database-based digital system will replace it. The limited manual recruitment method may be scrapped in the next few years and pushed towards a more efficient digital-based recruitment process. Everything will turn into an integrated system called Blockchain. Blockchain is a distributed ledger (open ledger) that can record interactions between two parties efficiently and in a verifiable and permanent way. In this regard, Rhemananda et al. (2021) stated that managers should use this technology in formulating their digital strategies following the development of technologies (Rhemananda et al., 2021). Evaluation of Blockchain potential in increasing efficiency and effectiveness should be considered along with broad future consequences of work. Finally, employers will have a stronger and more reliable talent for recruitment, and volunteers will know they are not wasting their time searching for the result. Through Blockchain, the human resources sector can bring trust and transparency to a flawed system and address future global talent shortages. On the other hand, organizations should have a clear strategy to be supported by other organizational strategies to succeed in existing environments. While previous studies have shown that strategic alignment improves organizational performance, little attention has been paid to various factors of strategic alignment or strategic orientation of organizations (Al-Surmi et al., 2019; Norouzi Seyed Hossini et al., 2022). Despite those years, strategic management scientists emphasize the importance of aligning organizational strategies with the overall business strategy. Such strategic alignment leads to greater coordination and focuses on pursuing organizational goals and improving performance (García-Carbonell et al., 2015). Al-Surmi et al. (2019) showed that triad strategic alignment has a positive impact on the performance of organizations and has an ideal three-way strategic alignment for futurists (prospectors) and advocates (Al-Surmi et al., 2019). Despite what has been stated, the existing human resource management literature does not show how human resource management affects the organization's performance. Hence, a new vision is needed: a centralized process rather than the traditional strategic human resource management vision. This method allows human resource management strategies to be defined and then implemented. Accordingly, the human resource management formula can be defined as a strategic process consisting of different stages developed by the senior management team (Clardy, 2008). Wright et al. (2003) define this process as starting with general strategic stages (environmental dynamics and strategic problem interpretation) and then ending

with specific human resource management activities (identifying vital human resources, defining strategic human resource management, human resource management, and communications) (Wright et al., 2003). As can be seen, identifying vital human resources plays a major role in this process, which correlates strategic analysis with human resource management decision-making. As (Clardy, 2008) asserts, this analysis is needed to assess the durability of projected business strategies, as it allows for assessing to what extent the human capital in the company is adapted to the strategic capabilities required (Clardy, 2008). Identifying human resources is considered the first step in the talent management process. Various authors have considered this as one of the relevant challenges that modern human resource management should address. Due to the complexities and difficulties in identifying and evaluating the main competencies, senior managers do not always achieve the expected results. As McDonnell et al. (2010) explain, this effect can be particularly harmful to the organization because managers cannot find where talents are located in their organization and where they can find the human capital needed to implement the business strategy (McDonnell et al., 2010). Previous literature has identified a few factors that influence the development of different stages of the strategy formulation process. Among them, empirical studies have emphasized the relationship between human capital characteristics. Finally, when organizational stimuli are separated from the decision-making process, the main role of electronic, human resource management is to create infrastructures with a focus on preventing dissatisfaction. For electronic, human resource management to be used strategically, electronic human resource management in sports organizations must be regulated.

Finally, it was found that if the strategies for talent management of sports organizations are applied, individual and organizational consequences will follow. This finding was partly based on the results of Dayeh and Farmanesh (2021), Setyawan (2021), Al-Dalahmeh and Héder-Rima (2021); Anlesinya and Amponsah-Tawiah (2020), Mahmodi et al. (2020) all pointed out that talent management has positive individual, organizational and trans-organizational consequences. In this regard, McDonnell et al. (2010) state that talent development is one of the dimensions of talent management that can improve talent awareness and increase skills or motivation in work. The more knowledge-based organizational activities are, the more education and development play a significant role in responding to the organization's learning needs and strategic necessities.

In general, from the perspective of traditional human resource management thinking, development was only possible through education. It was believed that development occurs when a person can be a good manager. Still, in new human resources thinking and based on the present study results, it can be noted that talent management develops in sports organizations through providing causal factors and controlling the underlying and intervening factors. And the use of strategies is done, and, in this regard, sports managers are the main factor in guiding sports organizations toward achieving the desired goal.

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## ارائه مدل مدیریت استعداد سازمان‌های ورزشی همگام با پاندمی کرونا

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### کلیدواژه

جهانی شدن  
سازمان‌های ورزشی  
فناوری دیجیتال  
مدیریت استعدادها  
منابع انسانی  
ویروس کرونا  
هوش تجاری

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** بررسی ویروس کرونا چالش‌های قابل توجهی را بر سیستم‌های مدیریت استعداد سازمان‌ها تحمیل کرده است. بنابراین جهت انطباق با این وضعیت مدلی برای مدیریت استعداد سازمان‌های ورزشی طراحی و اعتباریابی شده است.

**روش:** این پژوهش به لحاظ هدف کاربردی و به لحاظ روش گردآوری در زمره پژوهش‌های آمیخته (کیفی-کمی) است. جامعه آماری این پژوهش را صاحب‌نظران حوزه مدیریت ورزشی در حوزه دانشگاه و حوزه اجراء و کارکنان وزارت ورزش و جوانان تشکیل دادند. جهت نمونه‌گیری در بخش کیفی از روش نمونه‌گیری هدفمند استفاده شد و نمونه‌گیری تا رسیدن به حد اشباع نظری ادامه پیدا کرد، براین مبنا تعداد ۱۵ مصاحبه انجام گرفت. در بخش کمی نیز تعداد ۴۰۵ نمونه مبتنی بر تعداد پارامترهای احصاء شده در بخش کیفی به‌صورت خوشه‌ای تصادفی انتخاب شدند. جهت تحلیل داده‌ها از روش کدگذاری و تحلیل عاملی تأییدی استفاده شد.

**یافته‌ها:** نتایج نشان داد مدیریت استعداد سازمان‌های ورزشی تابع عوامل علی (چابکی استراتژیک، مدیریت تنوع، نوآوری همگرایانه، بلوغ انعطاف‌پذیری، هوش تجاری، مدیریت دانش الکترونیکی)، زمینه‌ای (یادگیری و آموزش آنلاین، تحول سازمانی، تحول دیجیتال) و مداخله‌گر (جهانی‌سازی، فضای متلاطم، تحرک جهانی) است و با کاربست راهبردهای پیاده‌سازی سیستم بلاکچین برای گزینش و استخدام، مدیریت الکترونیک منابع انسانی، همسویی استراتژیک و شناسایی استراتژیک سرمایه انسانی می‌توان انتظار پیامدهای فردی و سازمانی مثبت را برای سازمان‌های ورزشی داشت. با اقتباس از نتایج حاصل شده می‌توان گفت که مدیریت استعداد در سازمان‌های ورزشی متأثر از شرایط علی، زمینه‌ای و مداخله‌گر است و در رویارویی با آنها سازمان‌های مذکور لازم است سیستم بلاکچین را برای گزینش و استخدام، مدیریت الکترونیک منابع انسانی، همسویی استراتژیک و شناسایی استراتژیک سرمایه انسانی طرح‌ریزی و پیاده‌سازی کنند.

**اصالت و ابتکار مقاله:** یکی از چالش‌های امروزی سازمان‌های ورزشی مدیریت استعداد است که در این پژوهش سعی شد با یک نگاه جامع و همزمان با بروز پاندمی کرونا، به ارائه یک مدل جامع در این زمینه پرداخته شود.

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