International Journal of Human Capital in Urban Management
(IJHCUM)

Homepage: http://www.ijhcum.net/

ORIGINAL RESEARCH PAPER

Designing career management model for public organizations using the Grounded Theory

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ARTICLE INFO

ABSTRACT

BACKGROUND AND OBJECTIVES: Career management determines the direction of staff's movement in the organizational hierarchy and directs them to perfection. The Objective of this study was to design a model for career management of Tehran Municipality employees.

METHODS: The research method was Qualitative-Quantitative and the statistical population of the study was 11 experts in the qualitative section and 660 employees of the organization in the quantitative section. The data collection tool was semi-structured interviews in qualitative section and in quantitative part of the questionnaire was researcher-made. Using the Grounded Theory and Theoretical Coding, the initial model was presented and the final model of the research was presented using Delphi technique and obtaining the opinions of experts. Exploratory Factor Analysis and Structural Equation Modeling were used to validate the model.

FINDINGS: The final research model was based on 6 categories, 13 factors and 36 concepts: Causal Conditions included individual and organizational factors, Context including hardware and software capabilities, Intervening Conditions including environmental, behavioral and structural barriers, and Strategies including development and current strategies. Consequences of model implementation were classified into three categories: employees, organization and citizens. Among the 36 concepts identified, the highest factor load was related to the concept of job enrichment with a value of 0.882 and the lowest factor load was related to the concept of productivity with a value of 0.712. This model was investigated among the employees and the results of validation confirmed the model.

CONCLUSION: By implementing career management, the field of growth and prosperity of employees in the organization is provided and improves the productivity of the organization and customer satisfaction.

DOI: 10.22034/IJHCUM.2021.02.01

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
32	1	7

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Note: Discussion period for this manuscript open until July 1, 2021 on IJHCUM website at the "Show Article.

INTRODUCTION

The wave of business change has caused organizations to face unpredictable changes that in these complex conditions, effective and continuous leadership capabilities have been increasingly considered. Hence, many managers have moved to implement specific management systems to identify, develop and upgrade high-capacity employees (Rajabipour *et al*., 2018). Human resources are the most valuable asset of any organization and no organization can survive and grow without proper ability and capability of human resources (Jyoti and Rani, 2019). One of the basic tasks of human resource management is the effort in the field of maintenance, development and promotion of employees in the organization, so that each person working in the organization after training, gaining the necessary job experience and skills, has the opportunity to achieve career advancement and organizational development (Mahapatro, 2010). Through career development, organizations can maintain or increase the current productivity of their employees and prepare them for a changing world. Effective career development programs can reduce employee turnover and increase their productivity. An effective career path program helps to identify people's interests, desires, and abilities. These programs also provide the individual with sufficient knowledge and information about the organization and also adapt individual activities to job opportunities, which is achieved through the continuation of training and development programs (Abbaspour, 2019). Career management is a strategy in order to develop a career path that, by finding the path of progress of each person in his work life, will lead him to the desired perfection. (Mahapatro, 2010). In this regard, each organization designs different careers with different degrees of complexity for its employees based on the necessity and in order to achieve organizational goals. Considering that the optimal job characteristics and characteristics of people in some job positions change rapidly over time, providing programs such as career management programs for employees of the mentioned job positions will be effective in increasing the efficiency of the organization. On the other hand, providing job management programs for employees in any organization may be interpreted from the employees' point of view in the sense of the value of the organization's participation and well-being, which in turn leads to job satisfac-

tion, increases employees' work performance and reduces psychological pressure and organizational behaviors (Allen, 2007). Career management includes the actions that the organization performs to manage the career management of its employees, which includes a wide range of programs and activities that focus on comparing the needs of the organization's and individuals' careers, and in the form of formal or semi-formal measures including training courses, evaluation centers for career guidance and counseling (De Vos *et al*., 2009). The main variables of career management include organizational, job and individual characteristics, and the most appropriate conditions for achieving maximum motivation, challenge and efficiency of the organization are achieved at the intersection of organizational, job and individual characteristics (Chambers, 2005).

Problem Statement

One of the main challenges of organizations is the lack of attention of managers to the needs of employees; If meeting the emotional, material and communication needs of employees is considered by the human resources management of the organization, their basic needs such as: the need for training, development and promotion of employees, more attention will be paid to other challenges of organizations, employee dissatisfaction with methods Inefficient and excessive regulation in the administrative bureaucracy. Financial crises, public criticism, advances in technology and rapid changes in the workforce have added to the problems of traditional procedures and have made reforms in this area more necessary (Seyed Naghavi *et al.,* 2018). The Problem that attracted the attention of researchers to this research was the lack of a clear, legal and stable career path for the appointment of individuals to various organizational positions in the Municipality of Tehran. The purpose of this study was to design a model for career management of Tehran Municipality employees to promote their careers and increase motivation to develop individual skills and abilities. The research was conducted as a case study in Municipality of Tehran during 2019 and 2020. Municipality of Tehran as a public non-governmental organization is a service and human-centered organization and human resources are of great importance. The authors of this study, who have experience in the field of human resource management of this organization, believe that

the lack of a legal and sustainable career path has led to a lack of disciplined and competent selection of individuals and employees have no clear horizon for career advancement and wait for possible communications and appointments to determine the career path. This issue reduces the purpose and motivation of employees to improve their knowledge, abilities, skills and competencies. With the aim of filling the existing gap in the career management of this organization and with the present research plan, it will be tried to determine and weigh the indicators effective in explaining the career plan to provide a model for career management in Municipality of Tehran. It is expected that by presenting the optimal model of career management in this organization, while ensuring the existence of efficient alternatives for appointment in different job categories, increasing human resources productivity, increasing job satisfaction, improving job security, increasing work efficiency and ultimately improving the productivity of the organization will be realized. Lack of career has always been a concern for employees and managers of Municipality of Tehran and the proposed model of this research is considered as an innovation in the organization. The main question of the present study is "What is the practical model of career management in Municipality of Tehran?" The research sub-questions also seek to identify the Causal Conditions, Core Category, Strategies, Context, Intervening Conditions and Consequences of career management in Municipality of Tehran.

Research background

Maher (2020) considers the understanding of job needs and job values of managers to be effective in career management of organizational managers and advises organizations to develop strategies to maintain quality managers. In explaining the factors of success of the career management, Venegas (2019); Defilippi and Arthur (1994) expresses the individual characteristics affecting the career including knowledge, skills, abilities, values, interests and identity. In a study on women's career success in Lebanon, researchers have achieved lifestyle factors, fairness of opportunity for progress and lack of career counseling. In this study, lifestyle, support for fairness of progress opportunity and guidance on counseling have been considered in the field of occupational interests (Farahi *et al.*, 2019). Shoesmith (2018); King (2000) reviewed the theories of different theorists of the 1980s and

1990s and expressed the individual needs of career management including extended work involvement, Self-nomination, exposure and visibility, improving skills and qualifications, building reputation, interpersonal relations, impression management, strategic choice of job moves, building informal relationships, political manoeuvring, moving between organisations. Clark (2018) believes that in order for the organization's employees to become valuable resources for the organization, it is necessary that the employee performance management system communicate effectively with the needs and expectations of the organization's stakeholders so that they know what to expect from them and adjust their efforts and improvement plans accordingly. He introduces organizational, individual, educational and occupational needs as factors affecting career management. Dimensions and components of career management in research of Farahi *et al.* (2018) include: job analysis (job information and announcement, competencies), education (transverse, longitudinal), support (participation, communication, opportunity for progress), guidance (counseling, guidance), evaluation (career planning, organizational programs) career changes (job rotation, promotion, re-alignment), job interests or job anchors (managerial competence, Sacrifice, creativity, job stability and security, technical competence, job independence, challenging, lifestyle). Rajabi and Shirazian (2018) concluded in a study that job characteristics have a significant effect on career path growth and adaptability. Also, the capabilities of adapting to the career path have a significant direct drug effect on the growth of the career path. Foroughi Nematollahi and Divandari (2018) believe that success in career path can be defined in two completely different ways; Career success as an achievement and career success as a gift. In achieving this success, the role of the five human, social, motivational, psychological and spiritual assets are of special importance. Analyzing the global labor market, Ongiti (2018) considers it necessary to change the paradigm in career management. Having a strategic mindset for career management can improve employee preparedness for emerging global socio-economic trends. By designing a model for a Sustainable Career, De Vos *et al.* (2018); Anseel (2017) expressed the dimensions of context, time and person as input and prerequisite for the realization of a suitable individual career, which will eventually result in satisfaction, health and

optimal performance. De Vos and Cambré (2017) introduced individual favorites and competencies as effective in career management. Callahan (2017) has effective Individual characteristics in career management including ability to work in a team, ability to make decisions and solve problems, ability to plan, organize and prioritize work, ability to communicate verbally with people inside and outside an organization, ability to obtain and process information, ability to analyze quantitative data, technical knowledge related to the job, proficiency with computer software programs, ability to create and/or edit written reports and ability to sell and influence others. Yavarpour *et al.* (2017) in a study aimed at designing the career management model of Bank Melli Iran employees, individual, organizational and extra-organizational factors as causal conditions, staff training system, performance appraisal system, bank in the country and the organization's perspective as context and business conditions identified specific individual and organizational components as intervening conditions. Neo *et al.* (2015); Hall (2004), by proposing the concept of Protean Career, this career is frequently affected by changes in the work environment and changes in the ability, interest and values of individuals. Daryanto (2014) studied teachers' satisfaction in a study stating job characteristics, personal characteristics and career development. He found that there was a significant relationship between job characteristics and career growth and development. Patton and McMahon (2014) introduce factors such as ability, attitude, interests, talents, sexual orientations, gender, age, skill, race, beliefs, lifestyle, values, job knowledge, personality, self-perceptual, physical character, family status, work environment, social and economic status as effective in career management. By examining the effect of job characteristics on job satisfaction and job adjustment, Na-Nan and Pukkeere (2013) found that individual characteristics and job satisfaction factors have a direct relationship with job adjustment and on the other hand, individual characteristics have a direct effect on job adjustment. Ahi (2012) divides the effective factors in career management into three categories. Organizational needs include effectiveness, efficiency and creativity, individual needs including job satisfaction, development of individual skills, quality of work life, attention to the talents and abilities of individuals and attention to the interests and desires of individuals and job needs including

knowledge, ability, skills, attitude. George and Jones (2012) has pointed to factors such as efficiency, job satisfaction and independence in studies on the career path. Kong *et al.* (2011) considers organizational career management as three activities: career evaluation, career development and career training. Based on this research, career management activities such as job rotation, support (financial assistance), and education and career development programs are positively related to career satisfaction. Organizations try to increase employees' career satisfaction with effective support such as training, performance evaluation and challenging jobs.

MATERIALS AND METHODS

The present research is inductive and inferential in terms of research method and descriptive research in terms of data collection method and quantitative-qualitative in terms of data processing. In the qualitative section, to identify the dimensions, components and codes related to career management and model design, the Grounded Theory method and MAXQDA quality software were used. The reasons for choosing grounded theory were: 1. The questions of this research are of what type and seek to conceptualize; 2. Considering that the present research obtains qualitative and primary data from the interviewees, therefore, it represents the facts in the career management process of the employees of the organization; 3. Career management research is poor in terms of content, process and especially the native view of the career. These reasons are the charactristics of the Grounded Theory strategy. In order to collect data, the semi-structured interview method was used and based on theoretical sampling among experts proficient in career management knowledge in the organization. The interviews were exploratory in nature and were addressed with research issues. The interview begins with the question "What do you think about the goals ..." (open interview) and the rest of the questions are based on the answers of the interviewee.The selection of samples in this section continued until the stage of Theoretical Saturation. The number of samples in the quality department was 11 organizational experts. By conducting this number of interviews, the researchers recognized that the information collected had reached a theoretical saturation point and that no further interviews were required. In selecting this number of samples,

issues such as time, availability of interviewees and their level of cooperation have been considered. Danaeifard *et al.* (2019) believe that in a guided study in which sample selection is evolutionary and follow-up, a saturation point can be reached with about 12 participants. Using Grounded Theory method, Open, Axial and Selective coding steps were performed. In the open coding stage, the material is read and the words, sentences and even the line or paragraph of the interview text can be identified as code. Depending on their importance, the desired codes can be categorized into main or sub-categories and form a category. After categorization and open coding, we enter the axial coding. In the pivotal coding step, the theorist selects a category of open coding, places it at the center of the process under consideration, and then relates it to other concepts. In this connection, we encounter categories that have certain characteristics; Including the Causal Conditions, Core Category, Strategies, Context, Intervening Conditions and Consequences. In the final stage, selective coding takes place in which the researcher methodically relates the categories and writes the theory (Danaeifard and Emami, 2007). In the continuation of the research, Delphi technique was used to assess the validity. Delphi assessment was performed using a questionnaire for each variable on the Likert scale and 9 degree range in a group of 11 experts in two stages. At this stage, the scores for each indicator were determined. After calculating the score of the indicators, its utility should be determined. Determining the degree of desirability allows the researcher to select indicators with higher measurement power. To increase the measurement power of the questionnaire, only the indicators whose desirability was in the range of 6-9 (i.e. in the desired range) were selected and passed to the second stage Delphi questionnaire. A new questionnaire was prepared and provided to the experts for completion. After collecting and calculating the weighted average, indicators, components and dimensions whose score was less than 6 were removed and the final research model was determined. After the qualitative stage of the research and presentation of the model, a questionnaire based on the theory was obtained and a consensus of experts was developed. Finally, a validated questionnaire was distributed among employees and quantitative data were collected.

In the quantitative section, to discover and iden-tify the dimensions of career management in the sample, using Exploratory Factor Analysis and SPSS software, to measure the validity of the model and confirm the indicators by Structural Equation Modeling and SmartPLS software and to determine the central indicators and the percentage of consensus on the model was SPSS. At this stage, according to the size of the statistical population and using the Cochran's formula, 660 people were selected by cluster sampling and the questionnaires were distributed in person and online.

RESULTS AND DISCUSSION
Qualitative findings

In the qualitative section, the process of coding and extracting the model from the data resulting from the interview is described. Depending on the type of research, data analysis was performed using grounded theory. Tables 1 and 2 show how to achieve research categories through open coding, secondary coding, subcategory, and axial class. The following are examples of interviews and how they are coded (done by MAXQDA quality software). Due to the fact that the researcher moves from the text of the interview to higher levels in the grounded theory method, first the key points of the first interview are shown in the form of Tables 1 and 2 and then its analysis will be shown in the form of Table 3.

After preparing the documents obtained from the interview, using the software, the work of categorization and open coding began. The interviews were organized in the form of 158 initial codes. After reviewing and analyzing 158 key points resulting from the interviews, in the next step, the software was coded centrally, which based on recognizing the degree of similarity and semantic similarity and in consultation with professors, 13 sub-categories and 36 concepts were received. In the last step, after analyzing the concepts of all interviews, through selective coding, these concepts were categorized into   categories (more abstract concepts): Causal Conditions (individual-organizational), Core Category (current and developmental strategies), Intervening Conditions (structural, environmental and behavioral barriers), Context (hardware and software capabilities) and Consequences   (employees-organization-citizens). After the sub-categories were identified, theoretical coding was performed due to the use of the apparent approach, and the last six cases appeared. A summa-

Table 1: Key points from open coding by MAXQDA quality software

Indicator	Source
Knowledge	A7- A8- B11- J3
Skills	A20- C1- B12 –d4
Competence	A13- B2- J14– j3
Internship	A9- B1- C7
Flexible Organizational Structure	F1- G4- H9
Organizational Culture	A1- B3- C2- D4
Socialization of Employees	E18- J15
Justice in Appointments	B7- D16- A11
Creating Conformity between Individual, Organizational and Occupational Needs	B1 -D1 –C10
Perception of Organizational Justice	K6- G1
Merit-based evaluation system	A4- B14- A16-
Changing Organizational Culture	A31-A39- E10
Reviewing the Compensation System	G6- G7- E14
Budget investment	A30- C7-D2
Job Enrichment	A29 -D5- C6
Job Rotation	G7- H1- H2- H3
Job Classification	D10- E4- E6- -F2
In-Service Training	E9- E12- E13- K2
Dry and Non Flexible Regulations	G3- I3- j4- j5
Lack of Budgetary Resources	K2- G4- -I1- I2
Lack of Proper Needs Assessment in Accordance with Expertise	j2- j3 -A25- D9- F3
Failure to Implement the Promotion Hierarchy	A27- B3- C3
Lack of Coordination between the Organizational Sector and the Central Government Sector	j6- j10- K3- K4
Pressure of External Political Factors	A21- A22- D8
Lack of Meritocracy	A26- B4- B5
Taste of Managers	A23- A24- E14
Alignment between Job Tenures and Occupation	A34- B17-
Job Discipline	C4- D4
Creating the Sense of Responsibility in Employees	E9- H17
Enrichment of Socialization Process	D4- B17
Job Satisfaction	A41 -B20- B22
Job Engagement	B24- C15 -A44
Productivity	B23 -C16- F7- B20
Administrative Health	J15- G13- B19- C18
Customer Satisfaction	J18- D19- E23- F14
Positive Organizational View	J20- D20- J19- E22- F18- A45

ry of the axial and selective coding steps is given in Table 3.

Examination of the findings revealed that the subcategories have changed slightly since the seventh interview; However, after the tenth interview, the sub-categories did not change and according to the researchers, with the continuation of the interviews, the main categories reached the necessary richness. Considering the enrichment of the sub-categories and the saturation of the main categories, it can be concluded that the conceptual framework of the research has reached theoretical sufficiency. In selecting the dimensions and classification of the categories proposed in the model, a three-pronged model was used. Finally, the conceptual model of career management based on data and Grounded Theory method was presented. Fig. 1 is the final research model.

Quantitative Findings

Summary of quantitative research findings are presented in two sections: Descriptive statistics and Inferential statistics:

Descriptive Statistics Result

Descriptive statistics of research variables for 660 questionnaires answered are given in Table 4. Based on the results of descriptive statistics, it was found that the lowest mean is related to the variable of perception of organizational justice (3.00) and the highest average is related to the variable of failure to implement the promotion hierarchy (3.987).

Inferential statistics Result
Exploratory Factor Analysis Result

In order to identify the dimensions of career path management in the sample, exploratory factor anal-

Table 2: Classification of key points resulting from open coding by MAXQDA quality software

Indicator	Source
Knowledge, Skill, Physical characteristics, Environmental conditions, Background, Ability to take up jobs, Expertise, Knowledge and Related expertise, Employee empowerment, Internship, Ability to take over jobs, Flat organizational structure, Organizational culture, Organic and Flexible culture, Employee empowerment, Employee socialization, Justice in appointing individuals, Reduce administrative corruption	A7-A8-A9-A13-A20-B11- B12-E18-E19-J14-J15-B1-B2-
Creating a conformity between individual, organizational and occupational needs, Perception of organizational justice, Equal opportunities for promotion, Competency-oriented, Competency-based evaluation system, Balance in individual and occupational needs, Balance between individual, organizational and occupational needs, Organizational health	D16- A11-B1-D1-K6-G1
Job classification, Financial rewards, Creating equal opportunities for people's growth, Changing organizational culture, Job enrichment, Job rotation, Budgetary investment, Recruitment system aligned with needs, Reforming job classification plan, Job educational needs assessment, Business classification review, Reforming the meritocracy system, Competency-based performance evaluation, Job classification Reform, Service compensation system, In-service education, Merit-based system reform, Job classification revision, Organizational culture change, Job correct classification system, Correct needs assessment in accordance with expertise, Reduce administrative corruption	A4-A14-A16-A29-A30-A31-A32-C7-D2-E9-E10-E12-E13-E14-G6-G7-K2
Lack of meritocracy, Familiarity and family relationships, Dry and non flexible regulations, Budgetary constraints, Taste of managers, External forces pressure, Non-compliance with the National Service Law, Appointment of persons with lack of field and academic expertise, Lack of job qualifications, Perception of uninvitedness in the organization, Lack of need assessment, Lack of specialized view on human resources, Lack of human resources status, Influence of political organizations in the organization, Lack of executive guarantee of the program, Lack of coordination between the organizational sector and the central government, Political work in the organization, Shortage of experts and saturation of unskilled persons, Lack of budgetary resources, Taste of managers, Political issues working in the organization, Non-specialized view of human resources, Lack of proper needs assessment in accordance with expertise, Non-specialized look at the field of human resource management, Lack of meritocracy, The taste of managers, Appointment and selection based on relationships, Disproportionate between degree and job order, Failure to implement the promotion hierarchy, Political work and pressure of politically insecessant factors	A21-A22-A23-A24-A25-A26-A27-B3-B4-B5-B6-C3-C4-C9-D6-D7-D8-D9-D10- E4-E6-E14-F2-F3-G3-G4-G7-H1-H2-H3-I1-I2-I3-j2-j3-j4-j5-j6-j10- K2-K3-K4
Organization culture, Alignment between job tenures and Occupation, Job discipline, Creating the sense of responsibility in employees, Socialization of employees, Enrichment of socialization process	A34-B17-C4-D4-E9-H17
Effectiveness and Efficiency, Job satisfaction, Job engagement, Customer satisfaction, Positive organizational view, Job satisfaction, Productivity, Effectiveness, Reducing financial and administrative costs, Administrative health, Organizational commitment, Job satisfaction	A41-A42-A43-A44-B20-B22-B23-B24-C15-C16-F7-F8

Table 3: Formation of research classes based on axial coding and categorization based on selective codingby MAXQDA qualitative software

Main Categories	Sub-Categories	Concepts
Causal Conditions	Individual Factors	Knowledge - Skills - Competence
	Organizational Factors	Internship- Flexible Organizational Structure - Organizational Culture - Socialization of Employees - Justice in Appointments
Core Category	Career Management	Creating Conformity between Individual, Organizational and Occupational Needs - Perception of Organizational Justice - Merit-based evaluation system
Strategies	Development Strategies	Changing Organizational Culture- Reviewing the Compensation System - Budget Investment
	Current Strategies	Job Enrichment - Job Rotation - Job Classification - In-Service Training
Intervening Conditions	Structural Barriers	Dry and Non Flexible Regulations - Lack of Budgetary Resources - Lack of Proper Needs Assessment in Accordance with Expertise - Failure to Implement the Promotion Hierarchy
	Environmental Barriers	Lack of Coordination between the Organizational Sector and the Central Government Sector - Pressure of External Political Factors
	Behavioral Barriers	Lack of Meritocracy - Taste of Managers
Context	Organizational Hardware Capabilities	Alignment between Job Tenures and Occupation - Job Discipline
	Organizational Software Capabilities	Creating the Sense of Responsibility in Employees - Enrichment of Socialization Process
Consequences	Consequences for Employees	Job Satisfaction - Job Engagement
	Consequences for Organization	Productivity - Administrative Health
	Consequences for Citizens	Customer Satisfaction - Positive Organizational View

Intervening Conditions

Behavioral Barriers
- Lack of Meritocracy
- Taste of Managers

Environmental Barriers
- Lack of Coordination between the Organizational Sector and the Central Government Sector
- Pressure of External Political Factors

Structural Barriers
- Dry and Non Flexible Regulations
- Lack of Budgetary Resources
- Lack of Proper Needs Assessment in Accordance with Expertise
- Failure to Implement the Promotion Hierarchy

Causal Conditions

Organizational Factors
- Internship
- Flexible Organizational Structure
- Organizational Culture
- Socialization of Employees
- Justice in Appointments

Individual Factors
- Knowledge
- Skills
- Competence

Core Category

Career Management
- Creating Conformity between Individual, Organizational and Occupational Needs
- Perception of Organizational Justice
- Merit-based evaluation system

Strategies

Development Strategies
- Changing Organizational Culture
- Reviewing the Compensation System
- Budget Investment

Current Strategies
- Job Enrichment
- Job Rotation
- Job Classification
- In-Service Training

Consequences

For Organization
- Productivity
- Administrative Health

For Employees
- Job Satisfaction
- Job Engagement

For Citizens
- Customer Satisfaction
- Positive Organizational View

Context

Organizational Hardware Capabilities
- Alignment between Job Tenures and Occupation
- Job Discipline

Organizational Software Capabilities
- Creating the Sense of Responsibility in Employees
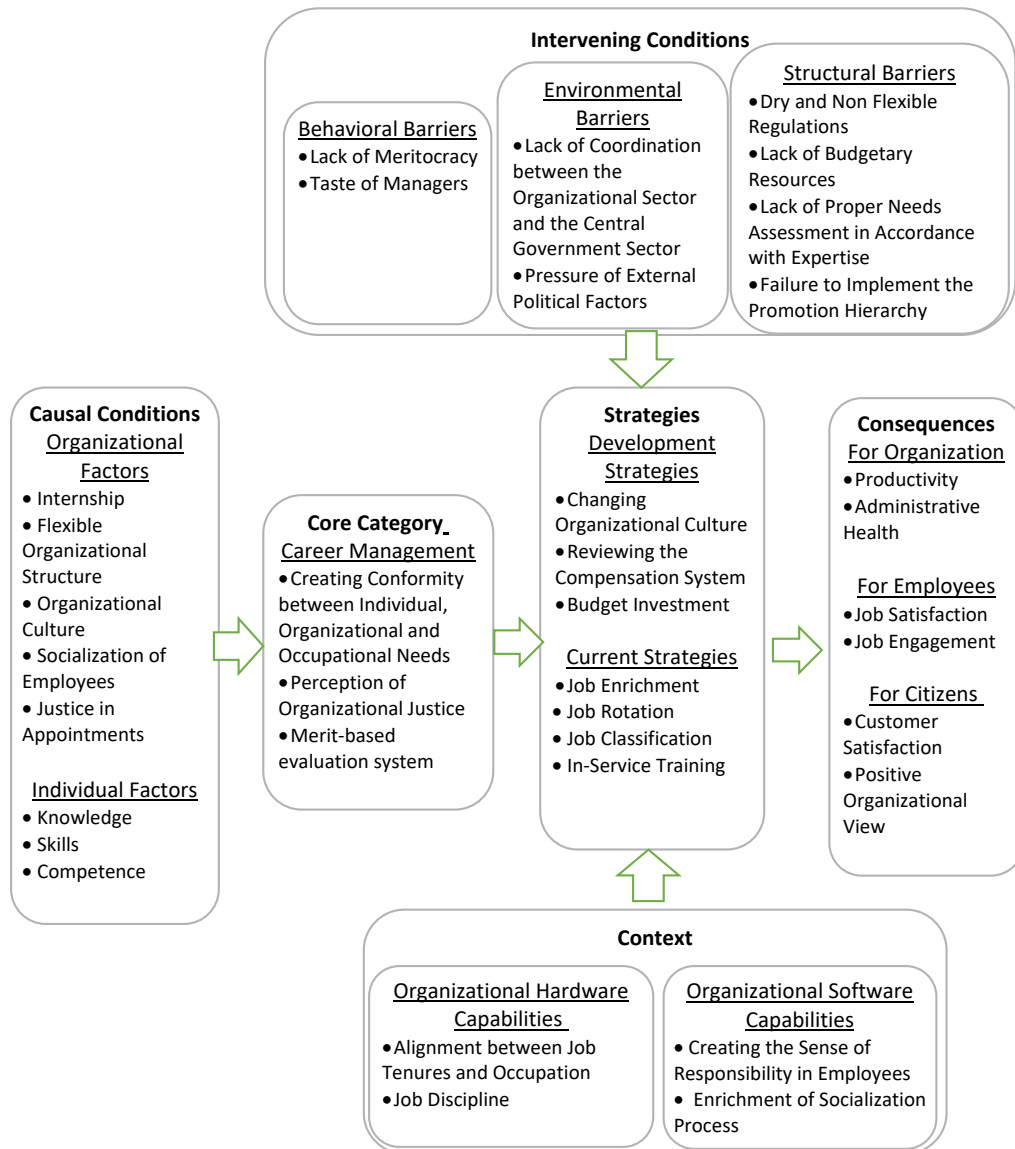- Enrichment of Socialization Process

Fig. 1: Final Research Model

ysis method was used in SPSS software. Exploratory Factor Analysis was performed on the indicators, which determined the results of this analysis in five conditions (structure) and by obtaining special values above one, a total of about 7% of the total Variance was explained. In general, the hardest step in Exploratory Factor Analysis is naming the factors, because there is no specific criterion for that. Finally, 6 factors were identified through the name and concept of questions and research literature. These factors were called Causal Conditions, Core Category, Context, Strategies, Intervening Conditions and Consequences, respectively. It should be noted that the coefficient of KMO indicator was 0.819, which is higher than the required level of 0.60. Also, the significance level of Bartlett's Test (Sig) was less than 0.05, indicating the suitability of the data for Factor Analysis and the adequacy of the data is confirmed (Significance Level=0.000). Table 5 states the results of Exploratory Factor Analysis and Bartlett's Test.

Table 4: Description of research variables

Indicator	Number	Min	Max	Average	Standard Deviation	Variance
Knowledge	660	1	5	3.336	0.752	0.565
Skills	660	1	5	3.717	0.719	0.517
Competence	660	1	5	3.361	0.836	0.699
Internship	660	1	5	3.413	0.852	0.726
Flexible Organizational Structure	660	1	5	3.633	0.723	0.522
Organizational Culture	660	1	5	3.464	0.667	0.932
Socialization of Employees	660	1	5	3.882	0.522	0.842
Justice in Appointments	660	1	5	3.826	0.583	0.848
Creating Conformity between Individual, Organizational and Occupational Needs	660	1	5	3.962	0.705	0.871
Perception of Organizational Justice	660	1	5	3	0.721	0.889
Merit-based evaluation system	660	1	5	3.814	0.610	0.899
Changing Organizational Culture	660	1	5	3.384	0.566	0.855
Reviewing the Compensation System	660	1	5	3.914	0.608	0.855
Budget Investment	660	1	5	3.532	0.744	0.841
Job Enrichment	660	1	5	3.123	0.571	0.93
Job Rotation	660	1	5	3.763	0.931	0.868
Job Classification	660	1	5	3.842	0.951	0.906
In-Service Training	660	1	5	3.723	0.904	0.818
Dry and Non Flexible Regulations	660	1	5	3.441	0.934	0.873
Lack of Budgetary Resources	660	1	5	3.152	0.929	0.864
Lack of Proper Needs Assessment in Accordance with Expertise	660	1	5	3.229	0.973	0.948
Failure to Implement the Promotion Hierarchy	660	1	5	3.987	0.947	0.897
Lack of Coordination between the Organizational Sector and the Central Government Sector	660	1	5	3.225	0.953	0.91
Pressure of External Political Factors	660	1	5	3.347	0.973	0.947
Lack of Meritocracy	660	1	5	3.011	0.957	0.916
Taste of Managers	660	1	5	3.99	0.986	0.974
Alignment between Job Tenures and Occupation	660	1	5	3.35	0.974	0.95
Job Discipline	660	1	5	3.821	0.882	0.778
Creating the Sense of Responsibility in Employees	660	1	5	3.910	0.976	0.953
Enrichment of Socialization Process	660	1	5	3.114	0.927	0.861
Job Satisfaction	660	1	5	3.126	0.911	0.83
Job Engagement	660	1	5	3.392	0.909	0.827
Productivity	660	1	5	3.179	0.476	0.690
Administrative Health	660	1	5	3.144	0.504	0.710
Customer Satisfaction	660	1	5	3.230	0.480	0.693
Positive Organizational View	660	1	5	3.277	0.528	0.728

Confirmatory Factor Analysis Results
Confirmatory Factor Analysis and Structural Equation modeling method were used to assess the validity of the model and confirm the indicators and the Factor Loading of the model was calculated in standard estimation mode and the effect of each indicator. The condition of optimal trading load is values greater than 0.5 and a significant value greater than +1.96.

Based on the results obtained, the Factor Loading of all variables was higher than 0.5 and the significance level of the identified variables was higher than +1.96 and all indicators were approved. Among the 36 identified items, the highest factor load is related to the item of job enrichment with a factor load of 0.882 and the lowest factor load is related to the productivity item with a factor load of 0.712. (Table 6)

Table 5: Exploratory Factor Analysis of career management

Exploratory Factor Analysis	KMO Test and Bartlett's Test Number	The names of th obtained factors are explained in terms of Variance, respectively	Percentage of Variance explained
Career Management	0.819	Causal Conditions	24.200
		Core Category	21.725
		Context	16.124
		Strategies	13.985
		Intervening Conditions	12.211
		Consequences	11.910

Table 6: Factor Loading and Significant Coefficients of Causal Factors

Indicator	Factor Loading	Significance Coefficients	Confirm/Reject Relationships
Knowledge	0.718	6.666	Confirm
Skills	0.746	6.812	Confirm
Competence	0.805	6.879	Confirm
Internship	0.769	5.448	Confirm
Flexible Organizational Structure	0.809	5.419	Confirm
Organizational Culture	0.733	7.773	Confirm
Socialization of Employees	0.751	6.472	Confirm
Justice in Appointments	0.782	7.823	Confirm
Creating Conformity between Individual, Organizational and Occupational Needs	0.836	5.519	Confirm
Perception of Organizational Justice	0.782	5.668	Confirm
Merit-based evaluation system	0.734	6.508	Confirm
Changing Organizational Culture	0.763	5.449	Confirm
Reviewing the Compensation System	0.812	5.517	Confirm
Budget Investment	0.760	7.122	Confirm
Job Enrichment	0.882	7.311	Confirm
Job Rotation	0.843	7.445	Confirm
Job Classification	0.818	7.633	Confirm
In-Service Training	0.757	6.809	Confirm
Dry and Non Flexible Regulations	0.749	5.664	Confirm
Lack of Budgetary Resources	0.738	5.437	Confirm
Lack of Proper Needs Assessment in Accordance with Expertise	0.812	7.219	Confirm
Failure to Implement the Promotion Hierarchy	0.879	7.337	Confirm
Lack of Coordination between the Organizational Sector and the Central Government Sector	0.864	7.604	Confirm
Pressure of External Political Factors	0.766	7.455	Confirm
Lack of Meritocracy	0.809	7.618	Confirm
Taste of Managers	0.856	5.675	Confirm
Alignment between Job Tenures and Occupation	0.840	5.822	Confirm
Job Discipline	0.843	6.707	Confirm
Creating the Sense of Responsibility in Employees	0.762	5.631	Confirm
Enrichment of Socialization Process	0.757	5.712	Confirm
Job Satisfaction	0.732	5.830	Confirm
Job Engagement	0.746	5.342	Confirm
Productivity	0.712	5.388	Confirm
Administrative Health	0.713	5.611	Confirm
Customer Satisfaction	0.749	5.701	Confirm
Positive Organizational View	0.803	6.789	Confirm

Reliability

To evaluate the reliability of internal consistency of reflective models, Cronbach's alpha and composite reliability methods are used and the optimal condition for accepting the reliability of variables is values greater than 0.7. Considering that the composite reliability coefficient and Cronbach's alpha coefficient of all variables are higher than 0.7, the appropriate reliability of the model was confirmed. (Table 7)

The results of descriptive statistics of the quantitative part of the research showed that among the 36 concepts identified, the highest average was related to the non-implementation of the promotion hierarchy variable (3.987) and the lowest average was related

Table 7: Cronbach's Alpha and Composite Reliability of Variables

Indicator	Cronbach's Alpha	Composite Reliability
Knowledge	0.774	0.809
Skills	0.737	0.766
Competence	0.854	0.882
Internship	0.757	0.791
Flexible Organizational Structure	0.719	0.777
Organizational Culture	0.737	0.790
Socialization of Employees	0.717	0.781
Justice in Appointments	0.741	0.803
Creating Conformity between Individual, Organizational and Occupational Needs	0.748	0.794
Perception of Organizational Justice	0.763	0.802
Merit-based evaluation system	0.751	0.822
Changing Organizational Culture	0.782	0.819
Reviewing the Compensation System	0.744	0.825
Budget investment	0.769	0.831
Job Enrichment	0.737	0.794
Job Rotation	0.795	0.853
Job Classification	0.766	0.817
In-Service Training	0.783	0.825
Dry and Non Flexible Regulations	0.712	0.785
Lack of Budgetary Resources	0.721	0.794
Lack of Proper Needs Assessment in Accordance with Expertise	0.733	0.772
Failure to Implement the Promotion Hierarchy	0.718	0.793
Lack of Coordination between the Organizational Sector and the Central Government Sector	0.734	0.788
Pressure of External Political Factors	0.741	0.790
Lack of Meritocracy	0.788	0.833
Taste of Managers	0.753	0.799
Alignment between Job Tenures and Occupation	0.794	0.854
Job Discipline	0.736	0.790
Creating the Sense of Responsibility in Employees	0.785	0.848
Enrichment of Socialization Process	0.791	0.866
Job Satisfaction	0.766	0.813
Job Engagement	0.763	0.852
Productivity	0.832	0.898
Administrative Health	0.808	0.855
Customer Satisfaction	0.797	0.864
Positive Organizational View	0.845	0.888

to the perception of organizational justice (3.00). The results of Exploratory Factor Analysis showed that the concepts identified in the research are appropriate and have the necessary adequacy and are in line with the research background. The coefficient of KMO indicator was 0.819 (and above the required limit of 0.60) and the significance level of Bartlett's Test (Sig) was less than the required limit of 0.05, which indicates the suitability of the data for factor analysis. Data adequacy was also confirmed (significance level = 0.000). The results of Confirmatory Factor Analysis and Structural Equation modeling method showed the validity of the research model and the factor load of all indicators was confirmed. The factor load of all variables was higher than the desired level of 0.5 and the significance level of the identified variables was higher than the desired level of +1.96. The highest factor load was

related to job enrichment with a factor load of 0.882 and the lowest factor load was related to productivity with a factor load of 0.712. The study of Cronbach's alpha results and combined reliability also indicated the reliability of the final research model.

Comparison of research results with research background showed that all the concepts and dimensions identified in the research are in order to confirm the researches mentioned in the research background: Education, job rotation and attention to competencies have been noted in research by Farahi *et al*. (2018); Yavarpour *et al.* (2017) and interests in research by De Vos and Cambré (2017). Understanding job needs, job values and individual competencies in research conducted by Maher (2020), knowledge, skills and competence in researches conducted by Venegas (2019); Callahan (2017); Shoesmith (2018);

Patton and McMahon (2014); Ahi (2012), pay attention to individual, organizational and occupational and educational needs in research conducted by Clark (2018), support and encouragement, motivation, organizational structure, recruitment policy, organization support, economic incentives, support for fairness of progress opportunity, job satisfaction and job adjustment, and employee's career satisfaction in researches conducted by Daryanto (2014); Farahi *et al.* (2019); Kong *et al.* (2011); George and Jones (2012); Na-Nan and Pukkeere (2013); De Vos *et al.* (2018); Anseel (2017); Ahi (2012) have been noted.

CONCLUSION

In this study, which was conducted with the aim of providing a suitable and practical model for career management of public organizations, using the data foundation approach, a model was presented in the form of a paradigm model based on 6 categories, 13 factors and 36 concepts. Causal Conditions dimension were developed in the form of individual factors including knowledge, skills and competence and organizational factors including internship, flexible organizational structure, organizational culture, socialization of employees and justice in appointing individuals. The Core category (career management) included creating conformity between individual, organizational and occupational needs, perception of organizational justice and Merit-based evaluation system.The Intervening Conditions in the implementation of job management in three dimensions were environmental barriers including lack of coordination between the organizational sector and the central government sector and pressure of external political factors, structural barriers including dry and non-flexible regulations, lack of budgetary resources, lack of proper needs assessment in accordance with expertise and failure to implement the promotion hierarchy and behavioral barriers including lack of meritocracy and taste of managers' performance. The Context factors included software capabilities including creating the sense of responsibility in employees and enrichment of socialization process and hardware capabilities including alignment between job tenures and occupation and job discipline. Effective strategies that were important in the implementation of career management in Municipality of Tehran from the perspective of experts were identified in two parts: developmental and current strategies, including changes in organizational culture, revision

of compensation system, accurate educational needs assessment of jobs, job enrichment, job rotation, job classification and in-service training.The consequences of career management in Municipality of Tehran were also in three dimensions of consequences for employees including job engagement and job satisfaction, consequences for the organization including productivity and administrative health and consequences for citizens including positive organizational view and customer satisfaction. In summarizing and analyzing the research results, it can be stated that in order to implement career promotion plans, individuals must have the necessary knowledge, skills and competence, and the structure of the organization must be designed in a way that can provide the ground for growth and development of individuals. Flexible organizational structure is one of the most important organizational factors in the implementation of career management. The existence of a competency-based evaluation system, in addition to creating desire in the organization's staff, leads to the development and career advancement of individuals. In general, employees who have a positive perception of the distribution of justice in the organization, feel a sense of identity with the organization and strive to maintain and promote the success of their organization and have an emotional commitment to the performance of the organization; Accordingly, all the strategies that are considered by senior managers to improve the performance of the organization are important to them and the career strategy that is designed to better and more match the individual, job and organizational needs in the first step. They accept the title of a logical and standard strategy that provides the ground for their growth and prosperity. Also, with the establishment of the career process, the direction of evaluation in the organization is proportional to the level of performance of individuals. Lack of a comprehensive and coordinated structure in the body of the country's government system is always one of the most destructive factors in the implementation of development plans in organizations, of which the Municipality of Tehran is no exception. Also, the influence of political forces inside and outside the organization is always one of the most important organizational problems that occurs in the shadow of the imbalance between bureaucracy and democracy in organizations; If this phenomenon is not managed properly, it will have negative effects on the organizational pyramid and the body of the organization. Political forces are always

unplanned and rely solely on communication in the governing body of the organization, and this leads to a contradiction between the perceptions of employees and their capabilities, as well as pessimism towards the organization due to lack of attention to meritocracy and managers' tastes. The responsibility of individuals and their synchronization with environmental conditions, provides the ground for their growth and excellence in the organization. Also, job discipline, as one of the principles of scientific management, is always one of the prerequisites for the development of the organization. Changing organizational culture, reviewing the service compensation system, strengthening the organization's budget, in-service training, job enrichment, job rotation and job classification can also be effective factors in the development of career path management. Definitely, development and progress in any organization requires two infrastructures of technology and capital necessary to implement programs. Also, the culture of the organization must be internalized towards development and progress in order to implement development-based strategies. Finally, the consequences of implementing career management, the income of the organization's employees, customers and the organization itself are implemented. Employees of the organization, as internal customers of the organization, need attention in order to grow and provide satisfaction and belonging. On the other hand, in government and public organizations, especially Municipality of Tehran, which are in contact with citizens, meeting the needs of employees will definitely lead to meeting the needs of customers and meeting the needs of these two groups, will lead to positive organizational performance. Always paying attention to the employees of the organization as internal customers of the organization is an approach that can play a role in the culture of the organization under the title of internal marketing. The innovation of the present resaerch is that by developing the previous concepts, it has been able to explain other dimensions in the local model of career management in Municipality of Tehran and by identifying two dimensions of evaluation based on competence and perception of organizational justice in addition to creating a relationship between Individual, organizational and job needs provide a new innovation in the field of career studies.

AUTHOR CONTRIBUTIONS

A. Shahrabi has conducted library studies and re-

viewing management articles and texts related to the field of career management. Also, field research and interviews with experts and distribution and collection of questionnaires among employees have been done. Dr. K. Teymournejad was the supervisor of this research.

CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

ABBREVIATIONS

CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
KMO	Kaiser-Meyer-Olkin Measure of sampling adequancy
PCA	Principal Component Analysis
PLS	Partial Least Squares

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