

ORIGINAL RESEARCH PAPER

## Conceptual model of entrepreneurial talent management in organizations using structural equation approach

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### ABSTRACT

**BACKGROUND AND OBJECTIVES:** Talent management is an emerging research field in human resource management which is vital for the survival and competitive advantage of the organization. Albeit many studies have been done on the component of talent management, yet so far the entrepreneurship segment has not been much considered in this field, and surprisingly an extensive model of entrepreneurial talent management in the organization has not been presented. Therefore, the purpose of this study is to present a conceptual model of entrepreneurial talent management in organizations.

**METHODS:** The present study is conducted with a mixed and exploratory approach in order to present a management model of entrepreneurial talent in 22 Districts of the Municipality of Tehran municipality in Iran. In the qualitative section, while reviewing the literature and research background, semi-structured in-depth interviews were conducted with 45 experts from Municipality of Tehran and university professors. In the quantitative part, the statistical population consisted of 450 managers and experts who have been working in the Municipality of Tehran from the beginning of 2019 to the end of 2020. The sample size was estimated to be 212 people according to the sampling of classified clusters through Cochran's formula and the researcher-made questionnaire consisting of 56 items was distributed among the statistical sample according to the qualitative part. Using Amos 22 structural equation software, the data were statistically analyzed in a quantitative section to analyze the path and test the hypotheses.

**FINDINGS:** In the qualitative part, by performing the process of coding and approval of experts by fuzzy Delphi method in two stages and expert response analysis to 11 components of perceptual skills, decision making, social intelligence, change leadership, consequentialism (performance management), people management, sustainability and accountability, adherence to ethical principles, complexity, recognition and focus and 57 indicators appropriate to these components were confirmed as influential factors in the model. In the quantitative part, the approved indicators were placed in the form of a questionnaire. Analysis of the questionnaire revealed that the complexity component, people management and decision making with 0.64, 0.63 and 0.61 had the highest factor load and the sustainability and accountability component with 0.5 had the lowest impact on the model, respectively.

**CONCLUSION:** The results of this paper show that this model depends on various variables and can be considered and used in technology-based programs in talent assessment centers. The results also showed that municipal managers must create a creative environment for employees to express their ideas and participate in decision-making, and this leads to improving and changing the attitude and behavior of employees.

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## INTRODUCTION

Organizations today face ongoing, constant changes and intense competition. In the turbulent world and competitive environment among organizations, serious attention to human capital, as the main and valuable resource of the organization, has found its special place (Sabokro et al., 2018; Shcherbak et al., 2020). Competition between employers has also shifted from national to regional and global (Almond, 2011). Human resources, as organizational assets, require effective management that leads to the progress of the individual and the organization (Tajpour et al., (2020). In fact, in environmental conditions with little change, attention to human resource practices has little effect on the outcome of the organization, but under environmental conditions with many changes, the attention of executives to human resource practices has a great impact on the outcome of the organization (Ulrich, 1997). In response to this situation, it is claimed that organizations form and rely on self-management groups (Shippmann, 2000). In fact, human resource management is under pressure to reduce the cost of improving services, increase effectiveness and create a satisfying work experience for employees (Wilton, 2016). Organizations now compete based on the skills and talents of their employees and know that by attracting, developing and retaining the best and most talented employees, they can succeed in today's competitive environment. Therefore, human resources can and should add more value to the organization, and the best way is to be a partner of the organization to directly improve the performance of the organization, and this can be achieved through effective talent management (Tajpour et al., 2020). Lepak and Snell (2002) argued that given the pressures for flexibility and efficiency, the organization seeks to use distinct employment models in employing staff and job placement. Talent management, with the concept of managing people who have unique characteristics in terms of individual capabilities can help the organization achieve its goals (Krishnan and Scullion, 2017). Most management theorists consider talent management to involve attracting, developing, and retaining people with special abilities and skills (Mitosis et al., 2021). The main purpose of talent management is to place the right people in the right jobs at the right time based on the strategic goals of the organization (Dutttagupta, 2005). Talent management, by creating a creative

environment for employees, leads to the emergence of constructive and new behaviors of employees, new proposals by them, creates opportunities for innovation and in fact causes the flourishing and development of talents (Martinaityte et al., 2019). According to the analysis of talent management in the organization, inflexibility reduces the potential intellectual capital and also reduces the organization's competitiveness in the market, which in turn reduces the attractiveness of the organization (Babio and Rodríguez, 2010). An inner sense in people makes them use the opportunities and resources to advance their work and career in order to fulfill their responsibilities, this sense is the entrepreneurial spirit (Abu Bakar et al., 2018). Therefore, entrepreneurship is one of the main priorities of professional organizations. Talent management can motivate talented people to progress further, create a positive job interpretation, make the job meaningful, and respect and interact to achieve strategic organizational goals. The organization can also use the talent management approach to achieve advantages such as better management of uncertainties in the supply and demand of talent, reduce the difference between the required skills and ultimately reduce the risk and cost of this non-compliance (Dehghanan et al., 2021). In this regard, intellectual capital is a tool for organizational innovative management (Denanyoh et al., 2015). Understanding entrepreneurship is spreading as a major stream in Iran requires looking into the socio-economic history of this country and its environment (Tajpour et al., 2020). Municipality of Tehran is a public non-governmental organization. Most of the revenue of the Municipality of Tehran is from the sale of density of the real estate and constructions. Since the Municipality of Tehran is self-governing and the government budgets allocated to this organization are given exclusively to the field of public transportation, the maintenance of the city must be covered by other common methods. The Municipality of Tehran, consists of 22 districts, each of which is managed by the mayor of that district. The work environment in the municipal organization, for various reasons, faces diverse changes and challenges that force them to reduce the impact of these challenges towards the employing of elite and talented people, especially in especial tasks and key positions in decision-making (Hosseini et al., 2020). At present, attention to the indigenous definition of components, indicators

and effective tools for identifying, developing and maintaining organizational entrepreneurial talents and promoting their levels among qualified employees has been neglected due to lack of attention and support of top managers of organizational entrepreneurship. Due to the lack of transparency and ambiguity in this category, the 22 districts of the Municipality of Tehran, like most other similar organizations in the country, still use the same management for all their employees. However, there is not much difference between talented employees and ordinary employees, and therefore there are many challenges facing the management of human capital in municipalities, as well as other organizations and companies in the field of implementing entrepreneurial talent management, which puts this organization and similar organizations in a serious crisis of shortage of talented personnel. This, in addition to the complex conditions and poor performance of the organization, has led to customer dissatisfaction and overall a significant reduction in revenue of the organization. Given that the title of the research is in the field of entrepreneurial talent management, the findings of this research are important for organizations at national and international level. Also, the purpose of this study is to present an indigenous model of entrepreneurial talent management for 22 Districts in The Municipality of Tehran. Although case studies and miscellaneous studies have been conducted in similar field, none of the previous studies have provided a model for determining and establishing entrepreneurial talent management, and this makes the use of a model for entrepreneurial talent management a vital and necessary matter.

#### *Theoretical foundations*

To survive in the current competitive environment, organizations must be able to respond quickly to environmental threats and take advantage of existing opportunities, and in other words, have an agile structure and organization (Leseure *et al.*, 2019). This requires rapid and fundamental change in organizations. The internal environment of the organization should be such that employees are fully aware of the cause and process of implementation of changes in order to have sufficient motivation to perform their goals (De Cock *et al.*, 2018). Therefore, due to the rapid changes in the competitive environment, organizations need to train creative

and capable forces for their survival and development (Tajpour *et al.*, 2020). One of the effective components in training this characteristic in human resources is paying attention to the management methods and the entrepreneurial talent of employees (Bagheri *et al.*, 2019). Entrepreneurship from a managerial point of view means a change that creates a new dimension of performance, and among them are successful organizations (Khalid *et al.*, 2019) that have taken the initiative and entrepreneurship and use entrepreneurship as a way to progress and surpass competitors (Tajpour *et al.*, 2018). Consequently, entrepreneurial talent management, with the benefit of both components and indicators of talent management and entrepreneurship, has led to the use of new ideas and, regardless of being new (Baaken *et al.*, 2018), have included value-added products and processes; In a way that directly or indirectly creates added value for the organization and by creating creativity in various fields of work, changes in the organizations happen (Chen *et al.*, 2021). Entrepreneurial activities are not just about **judgment** of opportunities, but about shaping and using new ideas adopted by institutions (Ziyae *et al.*, 2019). Therefore, paying attention to entrepreneurial talent management practices using a local model to improve the selection systems, retaining and promoting employees of organizations can put higher talent levels for organizations by placing distinct talents in their proper position, while gaining a competitive advantage. In fact, maintaining the quality and quantity of talent has been a constant challenge for organizations (Gallardo-Gallardo *et al.*, 2020). Organizations should spend more time developing the management, entrepreneurial talent, and employees. The most important part of this section is those that allow the organization to achieve a variety of competitive advantages and thus help improve the performance of the organization (Bagheri *et al.*, 2019). The importance and value of this issue is such that it has led to intense competition from organizations to achieve entrepreneurial staff as the most expensive human capital, so that effective confrontation with increasing environmental changes depends on the entrepreneurial nature of employees and attention to the organization's distinctive talents (Tajpour and Hosseini, 2021). Neri and Wilkins (2019) in a research, stated that in modern organizations, the establishment of entrepreneurial thinking and its use is inevitable.

The results of the article showed that systemic intelligence and thinking and the recognition index are inversely (negatively) related to organizational entrepreneurship and among the three variables, focus is the most relevant and complexity is the least related to organizational entrepreneurship. Kotlar and Sieger (2019) showed that talent management, in addition to direct impact, also indirectly affects entrepreneurial behavior through job satisfaction and organizational commitment of employees, which has a higher rate of indirect impact than direct impact. De la Cruz et al., (2018) determined that strategic entrepreneurship acts as a stimulus to achieve competitive advantage in developed and developing countries; the results encourage top executives to implement the concept of strategic entrepreneurship in the components of coordination, oversight, control, resource management, and pragmatism that, in addition to identifying and exploiting potential opportunities, pave the way for the industry to achieve greater competitive advantage. Therefore, researchers try to pay special attention to the management of entrepreneurial talent within the municipal organization in order to identify, develop and retain and engage people with high potential and retain professional employers, in order that the Municipality of Tehran can use conceptual model to appoint its needs of qualified, efficient, and effective managers from within the municipal organization. Also, the meritocracy and succession mechanism, which is one of the main concerns of urban management, should be established in the large family of the Municipality of Tehran. The current study have been carried out in Tehran in 2021.

## MATERIALS AND METHODS

In terms of purpose, the present study is progressive, and mixed-method (qualitative-quantitative), and is in the category of descriptive-exploratory studies. In other words, qualitative data were first collected through interviews and a questionnaire was developed from its analysis, then, quantitative data was collected. The method of data collection in this study was field research including library search, interview and questionnaire. In the qualitative part, the interview was conducted to achieve the model, during the fuzzy Delphi analysis in two stages and an exploratory look at the topic under discussion. In-depth semi-structured interview

with purposeful sampling and 5w1h technique seeks to answer questions such as: how, why, what, where, who and when. Accordingly, the interviews with 45 managers and senior experts in the 22 districts of the Municipality of Tehran reached theoretical saturation, therefore, in the continuation of further interviews, no new code was added to the previous codes. To analyze the experts' response, the fuzzy Delphi method was used in two steps and the whole number method. The sequence of questions is not the same for all participants in the qualitative section and depends on the interview process, each person's answers and the prevailing conditions at the interview site. In this regard, questions such as: What are the components of entrepreneurial talent management? Or is it possible to have a successful organization by focusing on entrepreneurial talent management? How does entrepreneurial talent management contribute to competitive advantage among employees? Were asked by the experts. The interviews continued in the form of individual sessions with an average time of 45 minutes until the theoretical saturation was reached. Then, in the quantitative part, a questionnaire was distributed among managers and experts working in the 22 districts of Municipality of Tehran to determine whether the components obtained in the qualitative part create an entrepreneurial talent management model or not. The statistical population consisted of 450 managers and experts. The statistical society is estimated to be 212 people according to the sampling clusters classified by Cochran's formula. A 57-item researcher-made questionnaire was distributed among the statistical society according to the qualitative part. The data were statistically analyzed in a quantitative section to analyze the path and test the hypotheses by Amos 22 structural equation software. The validity of the questionnaire was assessed and confirmed through content and structure validity. To measure the validity of the structure, the Structural Equation Modeling model has been used, and to measure the content validity of the instrument, the opinions of professors and experts familiar with the subject have been used. In case of agreement between different people about the validity of the test and whether the test has content validity, a questionnaire was sent to 12 experts to confirm the validity and with some modifications, the questionnaire was prepared for distribution. In the measurement model, the internal consistency of the model or the degree of

Table 1: Cronbach's Alpha, Combined Reliability and Average Variance Extracted (AVE)

Index	Cronbach's alpha	Rho-A	Composite Reliability(CR)	AVE
Perceptual skills	0.731	0.735	0.832	0.555
Decision making	0.817	0.836	0.878	0.644
Social intelligence	0.874	0.756	0.956	0.672
Leadership change	0.736	0.782	0.984	0.701
Consequentialism (performance management)	0.714	0.722	0.947	0.817
People Management	0.915	0.728	0.938	0.693
Sustainability and accountability	0.820	0.837	0.881	0.551
Adherence to ethical principles	0.816	0.884	0.878	0.646
Complexity	0.810	0.875	0.869	0.626
Formality	0.723	0.726	0.832	0.559
Focus	0.763	0.738	0.841	0.682
Entrepreneurial talent management	0.812	0.801	0.756	0.549

reliability is measured by calculating the composite reliability and Cronbach's alpha coefficient. Reliability coefficients are shown in Table 1. In the current research model, all structures have high composite reliability and are larger than the standard index of 0.7. In fact, composite reliability indicates the high internal reliability of research data. Also, a Cronbach's alpha value above 0.7 indicates acceptable reliability.

## RESULTS AND DISCUSSION

In this research, in order to achieve the criteria in different dimensions, the Delphi-fuzzy method has been used. For this purpose, the questionnaire was completed by 45 experts. Experts expressed their agreement through verbal variables such as strongly agree, agree, have no opinion, disagree and strongly disagree. The survey was conducted in two stages. After calculating the definite fuzzy results of the first and the second stages, the difference between the results in these two stages was calculated, which is shown in Table 2. According to Table 1, the indicators of intelligence (speed of perception and transmission), systems thinking (analysis), macroeconomics and perceptiveness are components of perceptual skills. Innovation, decisiveness, tolerance for ambiguity, risk-taking and rational judgment are part of the decision-making component; and networking, collectivism, social organizations, effective communication, social etiquette and writing skills are components of social intelligence; acceptability, persuasion, participation, organizational authority, and organizational transformation are part of the leadership component; planning, coordination, monitoring, control, resource management, pragmatism,

project management and time management are components of consequentialism (performance management); talent management, attention to staff satisfaction and health, development of others, performance evaluation, motivation, teamwork, and superior management are the component of people management; responsibility, agility, flexibility and stability are components of sustainability and accountability; reliability, sympathy, organizational affiliation, rule of law, commitment to values and citizenship rights are components of ethical principles; number of vertical levels between the Chief Executive Officer (CEO) and staff, organizational dispersion, number of physical locations (geographical areas), average distance of scattered units from the head office are the components of complexity; existence of specialized trainings and conditions for growth and development; existence of written rules and procedures in the organization; existence of flexibility in set standards; obedience to written operating instructions and procedures are the components officials and Involvement employees in interpreting information data, direct control of top management, determining the budget of organizational units, determining how to evaluate the performance of organizational units, were identified as a component of centralization

As Table 1 shows, the degree of disagreement of the experts in the fuzzy Delphi method in the first and second stages is less than the very low threshold (0.1), so the poll stops at this stage. Due to the fact that the scores obtained in the five indicators of organizational authority (19), organizational transformation (20), teamwork (34), superior management (35), and

Table 2: Survey results: indicators by experts in two stages with fuzzy Delphi method

Index number	Description of the index	Definitive fuzzy results		The difference between the first and second stages	Index number	Description of the index	Definitive fuzzy results		The difference between the first and second stages
		First stage	Second stage				First stage	Second stage	
1	Intelligence (speed of perception and transmission)	0.84	0.83	0.01	30	Attention to staff satisfaction and health	0.68	0.67	0.01
2	Systemic thinking (analysis)	0.89	0.88	0.01	31	Development of others	0.66	0.62	0.04
3	Comprehensive	0.76	0.75	0.01	32	Performance evaluation	0.66	0.62	0.16
4	perceptiveness	0.79	0.74	0.05	33	Motivation	0.61	0.59	0.02
5	Innovation	0.86	0.81	0.05	34	team work	0.79	0.63	0.16
6	Decisiveness	0.85	0.79	0.06	35	Superior management	0.85	0.41	0.17
7	Tolerance of ambiguity	0.88	0.84	0.04	36	Responsibility	0.66	0.68	0.02
8	Risk-taking	0.82	0.79	0.03	37	Agility	0.84	0.81	0.03
9	Rational judgment	0.83	0.9	0.07	38	Flexibility	0.89	0.92	0.03
10	Networking	0.84	0.77	0.07	39	Sustainability	0.71	0.72	0.01
11	Collectiveness	0.81	0.75	0.06	40	Reliability	0.66	0.64	0.02
12	Social organizations	0.85	0.88	0.03	41	Sympathy	0.68	0.69	0.01
13	Effective communication	0.58	0.56	0.02	42	Organizational affiliation	0.89	0.75	0/14
14	Social etiquette	0.78	0.7	0.08	43	Rule of law	0.69	0.76	0.07
15	Writing skills	0.77	0.8	0.03	44	Commitment to values	0.68	0.67	0.01
16	Acceptability	0.76	0.81	0.05	45	Citizenship rights	0.72	0.73	0.01
17	Persuasion	0.75	0.82	0.07	46	Number of vertical levels between the CEO and staff	0.71	0.70	0.01
18	participation	0.73	0.60	0.13	47	Organizational dispersion	0.98	0.94	0.04
19	Organizational authority	0.73	0.86	0.02	48	Number of physical locations (geographical areas)	0.88	0.86	0.02
20	Organizational transformation	0.61	0.77	0.16	49	Average distance of scattered units from the head office	0.85	0.83	0.02
21	Planning	0.36	0.0.79	0.03	50	Existence of specialized trainings and conditions for growth and development	0.91	0.90	0.01
22	Coordination	0.36	0.24	0.02	51	Existence of written rules and procedures in the organization	0.93	0.94	0.01
23	Monitoring	0.69	0.72	0.03	52	Existence of flexibility in set standards	0.85	0.86	0.01
24	Control	0.68	0.75	0.07	53	Obedience to written operating instructions and procedures	0.55	0.54	0.01
25	Resource management	0.67	0.69	0.02	54	Involve employees in interpreting information data	0.66	0.63	0.03
26	Pragmatism	0.41	0.42	0.01	55	Direct control of top management	0.64	0.62	0.02
27	Project Management	0.69	0.68	0.01	56	Determining the budget of organizational units	0.81	0.79	0.02
28	Time Management	0.55	0.54	0.01	57	Determining how to evaluate the performance of organizational units	0.86	0.85	0.01
29	Talent Management	0.66	0.65	0.01					

Table 3. The relationships between variables based on the elements of the questionnaire

Dimensions	Questions	Dimensions	Questions	Dimensions	Questions
Perceptual skills	1-4	Consequentialism (performance management)	19-22	Complexity	36-39
Decision making	5-9	People management	26-23	Formality	40-44
Social intelligence	10-15	Sustainability and accountability	27-30	Focus	45-52
Leadership change	16-18	Adherence to ethical principles	31-35	Entrepreneurial talent management	53-57

organizational affiliation (42) were not in the very low range due to the opposition of the majority of experts, they were eliminated from research indicators categories. After performing the above steps, exploratory factor analysis was performed in order to investigate and identify the main factors and reveal their specific properties and their dependence relationships.

According to Table 3, which shows the dimensions and elements of the questionnaire, research hypotheses were formed, as follows:

1) Perceptual skills, have a significant impact on the management of entrepreneurial talent, employee;

2) Decision-making, has a significant impact on the management of entrepreneurial talent, and employee.

3) Social intelligence, has a significant effect on the management of entrepreneurial talent, and employees;

4) Leadership Change, has a significant impact on the management of entrepreneurial talent employees;

5) Consequentialism (performance management), has a significant effect on the management of entrepreneurial talent employees;

6) People Management, has a significant impact on the management of entrepreneurial talent employees;

7) Sustainability and accountability, have a significant impact on the management of entrepreneurial talent employees;

8) Adherence to ethical principles, has a significant effect on the management of entrepreneurial talent, and employees;

9) Complexity, has a significant effect on the management of entrepreneurial talent, and employees;

10) Formality, has a significant effect on the management of entrepreneurial talent and employees;

11) Recognition, has a significant impact on the management, entrepreneurial talent, and employees;

12) Focusing, has a significant impact on management, and employees' entrepreneurial talents.

In this research, the structural equation model has been used due to its capabilities and high accuracy of statistical estimates of the impact of entrepreneurial talent management components in organizations. Statistical analysis was performed using Amos software. Due to the use of Amos software for analyzing the data, first the normality of the variables is done in order to use parametric and non-parametric tests. However, if the variables are non-parametric, only the use of non-parametric tests will be allowed.

#### Variables normality test

The test used to check the normality of the variables is the Kolmogorov-Smirnov test using SPSS software. Based on this test, there are two assumptions:

H0: The relevant variable does not have a normal distribution

H1: The relevant variable has a normal distribution

According to Table 4, the significance level of Kolmogorov-Smirnov test for research variables is more than 0.50, therefore, the assumption one is accepted or in other words the distribution of variables is normal. The results of inferential statistics show that 95% is significant at the confidence level. Bartlett's Test of Sphericity (KMO- Kaiser-Meyer-Olkin), examines the hypothesis that whether the correlation matrix is an identical matrix or not. In this case, the variables are not related to each other and as a result,

Table 4: Normalization of research variables (Kolmogorov-Smirnov test)

Variables	Normal parameters	Mean average	Kolmogorov-Smirnov test	distribution
Perceptual skills	2.65	2	0.637	Normal
Decision making	2.656	2	0.684	Normal
Social intelligence	2.656	2	0.558	Normal
Leadership change	2.656	2	0.652	Normal
Consequentialism (performance management)	2.635	2	0.690	Normal
People Management	2.599	2	0.703	Normal
Sustainability and accountability	2.531	2	0.621	Normal
Adherence to ethical principles	2.596	2	0.709	Normal
Complexity	2.635	2	0.634	Normal
Formality	2.599	2	0.877	Normal
Focus	2.638	2	0.805	Normal
Entrepreneurial talent management	2.576	2	0.663	Normal

Table 5: KMO test results

Index	KMO	Results
Perceptual skills	0.63	The statistical power and adequacy of the sample are confirmed
Decision making	0.71	The statistical power and adequacy of the sample are confirmed
Social intelligence	0.80	The statistical power and adequacy of the sample are confirmed
Leadership change	0.73	The statistical power and adequacy of the sample are confirmed
Consequentialism (performance management)	0.86	The statistical power and adequacy of the sample are confirmed
People Management	0.69	The statistical power and adequacy of the sample are confirmed
Sustainability and accountability	0.64	The statistical power and adequacy of the sample are confirmed
Adherence to ethical principles	0.87	The statistical power and adequacy of the sample are confirmed
Complexity	0.68	The statistical power and adequacy of the sample are confirmed
Formality	0.76	The statistical power and adequacy of the sample are confirmed
Focus	0.78	The statistical power and adequacy of the sample are confirmed
Entrepreneurial talent management	0.85	The statistical power and adequacy of the sample are confirmed

it is not possible to identify new factors based on the correlation between the variables. But if it is not the same, then the variables are related to each other and as a result it is possible to identify new factors based on the correlation between the variables. This test examines the relevance and appropriateness of variables to discover structure. Small values (less than 0.05) for the significance level indicate that the correlation matrix between the variables is not the same and factor analysis will be useful for the available data (Rajabipour and Hosseini, (2018).

The result of KMO test in Table 5 shows that the value of KMO for all scales is greater than 0.6 so the sample size is good enough to perform factor analysis. The general indicators of the model fit of the hypotheses are given in Table 6. The Chi-square test examines the hypothesis that the model is consistent with the correlation pattern between the observed variables (Table 6); which according to the results, its value is equal to 2.461 and considering that it has observed the allowable limit of less than 3, the results

show that the model fits well in this criterion. The non-sofit fit index for good models is 0.05 or less, which in this article is 0.004, therefore it indicates a suitable fit in this section. An adaptive fit index greater than 0.9 is acceptable (0.934), which is an indication of the model's suitability and indicates a suitable fit in this section. The adjusted fit and fit index evaluates the relative amounts of variances and covariance jointly through the model, respectively. This characteristic is equivalent to using the average of squares instead of the sum of squares in the face and denominator, which according to the results is equal to 0.978 and 0.864, which has observed the allowable limit.

After making sure that the fit of the research model is desirable, the hypotheses of the conceptual research model should be confirmed or rejected based on the final model and software output. This section analyzes the test of statistical assumptions to create the final conclusions from the research findings. Fig. 1 shows the path coefficients of the research model and the non-standard research structure in which the



Table 6: Results of structural equation modeling test to fit the research conceptual model

Index	Amount	Acceptable fit
Adaptive fit index greater	0.934	Greater than 90%
Fit index	0.978	Greater than 80%
Mean Square Error of Approximation	0.004	Less than 8%
chi-square statistics (x2)(CMIN)	2.461	Between 1 -5
Adjusted Goodness of Fit Index(AGFI)	0.864	Greater than 08%

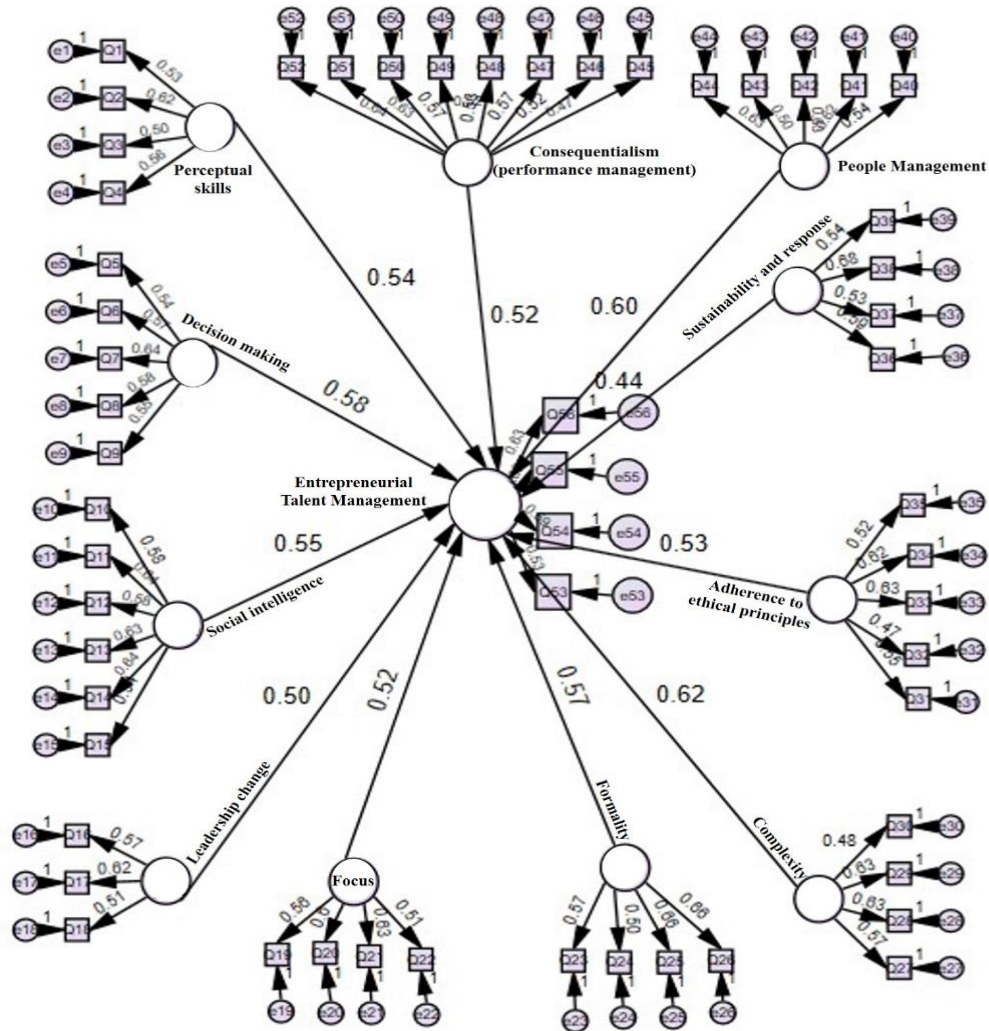


Fig. 1: Structural equations model of structural research in non-standard mode

model variables are defined in two independent and dependent parts are shown:

AS the Fig. 1 shows, the fit criteria did not meet the allowable limit, therefore the structure is known as non-standard. By screening the data, redundant data was removed and the model was performed again.

As it appears in Fig. 1, the fit criteria did not meet the admissible constrain, hence the structure is known as non-standard. Thus by screening the data, repetitive information was removed and the model was implemented once more. The results shown in Fig. 2 indicate the standardization of the research structure.

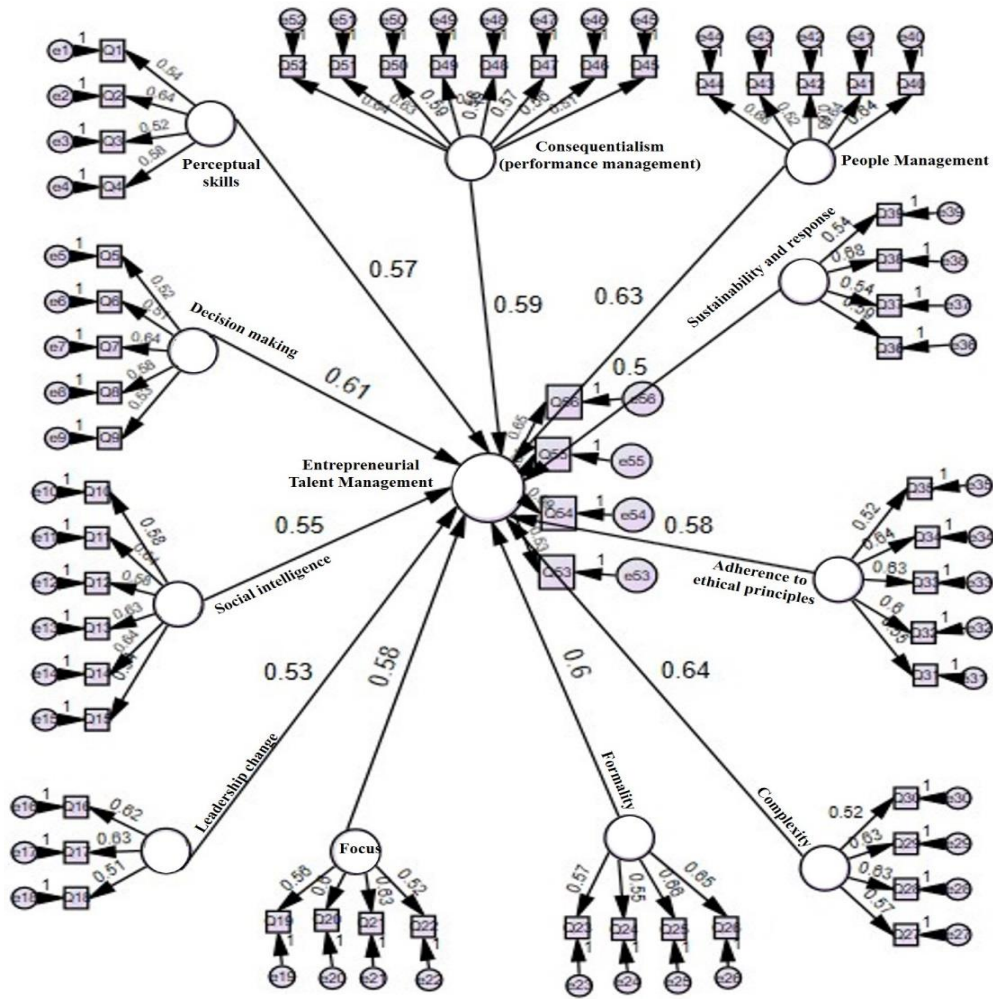


Fig. 2: Structural equation model of the research structure, in standard mode

According to the output results of Amos 22 software, the results of research hypotheses are given in Table 7:

Table 2 shows the confirmation of all hypotheses in line with the presented model, so that based on the results of the components of complexity, people management and decision making with 0.64, 0.63 and 0.61, respectively, obtained the highest factor load in the model, while sustainability and accountability with a factor load of 0.5 had the lowest effect. The first hypothesis indicates the confirmation of the effect of perceptual skills on the management of entrepreneurial aptitude of employees, in which the impact factor is equal to 0.57 and indicates the average effect and confirmation of the hypothesis in this section.

Accordingly, it can be said that systems thinking leads to empowering people to deal effectively with problems and the expansion of thinking to a level that leads to desirable results, even in difficult and complex situations and such thinking leads to long-term solutions. Perceptual skills also increase individual efficiency and increase efficiency, facilitate the identification and creation of organizational opportunities, and this intensifies the individual to become an entrepreneur. In this regard, it is suggested that the speed of understanding among employees and various organizational members by holding classes education, meritocracy, organizational evaluations in relation to having systematic thoughts on developments in the municipality with respect to activities, providing

Table 7: Examination of route analysis to test the hypotheses

Hypothesis	Impact factor	t statistic	The significance level	Test result
Perceptual skills affect the management, entrepreneurial talent, and employees	0.57	10.63	0.000	Confirm
Decision making affects the management, entrepreneurial talent and employees	0.61	8.70	0.002	Confirm
Social intelligence affects the management, entrepreneurial talent, employees	0.55	9.83	0.000	Confirm
Leadership Change affects management Entrepreneurial talent Employees	0.53	10.97	0.001	Confirm
Consequentialism (performance management) affects the management, entrepreneurial talent, employees	0.59	7.84	0.025	Confirm
People management have an impact on management. Entrepreneurial talent Employees	0.63	9.95	0.001	Confirm
Sustainability and accountability has an impact on management entrepreneurial talent employees	0.50	6.79	0.01	Confirm
Adherence to ethical principles affects management, entrepreneurial talent, employees	0.58	11.52	0.03	Confirm
Complexity affects the management, entrepreneurial talent, and staff	0.64	10.67	0.000	Confirm
Recognition affects the management, entrepreneurial talent, employees	0.60	10.26	0.004	Confirm
Focus on management entrepreneurial talent Employees	0.58	8.58	0.01	Confirm

rewards to employees, needs of assessment, staff and municipal members to be considered. The results of the second hypothesis indicate the confirmation of a positive and significant decision-making effect on the management of entrepreneurial aptitude of employees in which the impact factor is 0.61 and the t statistics equal to 8.70 and the significance level is 0.002 in which this hypothesis is confirmed and the results in this section are in line with the research of [Tajpour et al. \(2020\)](#). Therefore, it can be said that decision making is a sign of growth and maturity and responsibility of individuals. Making the right decision makes a person happy and feels successful and increases his adaptation and self-confidence. This has a positive effect not only on the decision maker, but also on those involved. It is recommended to municipal managers that issues such as creativity and innovation in decision-making, risk-taking in decisions, providing new management methods in accordance with the requirements of the organization, analysis of existing conditions in the organization according to the existing strengths, weaknesses, opportunities, and threats must be considered. The results of the third hypothesis show the confirmation of a positive and significant effect of social intelligence on management entrepreneurial talent employees in which the impact factor is equal to 0.55 and shows the average impact in

this sector. Also, according to the t statistics which is equal to 9.83 with the level of significance of 0.000 the confirmation of this hypothesis is proved. The results in this section are in line with research of [Bagheri et al., \(2019\)](#). Because effective communication requires being aware of the purpose and content of the message so that the person can provide the right feedback, so, social intelligence helps a person to achieve his goals in relation to others. Social intelligence enhances people's inner perspective and allows them to have better reaction patterns. Social intelligence also teaches the individual how to play different roles to show their standards in interaction with others; therefore, it is recommended to municipal managers to pay attention to such issues as managing organizational knowledge, doing work in the form of groups, using social networks within the organization, the ease of establishing a relationship between managers and employees, and paying attention to employees' opinions about existing creations and functions. The results of the fourth hypothesis show the confirmation of the positive and significant effect of leadership change on the management of entrepreneurial talent of employees, in which the impact factor is equal to 0.53 and indicates the average impact in this section. Also, according to the t statistics which is equal to 10.97 and the level of significance is equal to 0.001 the confirmation of this

hypothesis is proved. The results in this section are in line with research of [Bagheri et al., \(2019\)](#). The results show that leadership creates organizational stability change and a sense of continuity, but at the same time is ready to bring about the necessary change and innovation through the required knowledge. In this regard, municipal managers should pay attention to creating partnership between employees, creating a process-oriented process, creating change in the organization according to the opinions and suggestions and acceptance among managers and employees. The results of the fifth hypothesis indicate the confirmation of a positive and significant effect of consequentialism (performance management) on the management of entrepreneurial talent of employees, in which the impact factor is 0.59 and shows the average impact in this section, as well as according to t statistics, which is equal to 7.84 and the significance level is equal to 0.025, which indicates the confirmation of this hypothesis. The results in this section are in line with research of [Hosseini et al., \(2020\)](#) and [Khalid et al., \(2019\)](#). It can be stated that consequentialism involves setting goals and priorities that maximize the use of available resources in order to achieve sustainable results and in interaction with organizational goals and public expectations. Therefore, municipal managers should pay attention to such things as planning for the current situation of the organization, synergy between different organizational units, management of resources in relation to organizational resources, attention to goals, and proper scheduling in order to achieve goals. The results of the sixth hypothesis show the confirmation of a positive and significant effect of management of people on management entrepreneurial talent of employees in which the impact factor is 0.63, which indicates the average effect in this section and also according to the t statistics which is equal to 9.95 and the level of significance equal to 0.001, indicate the confirmation of this hypothesis. The results in this section are in line with research of [Bagheri et al., \(2019\)](#) and [Tajpour et al., \(2020\)](#). Human resources are the most important and sensitive organizational resource that can be the cause of success and failure of the organization. Managers cannot expect great results from their employees, unless they create such results and strategies in their employees through proper training and strategies. Managers are always involved in programs that directly and indirectly impact their

results on human resources. Therefore, the development of entrepreneurship programs in organizations, regardless of the human factor and the human resource management system, will lead to failure. Also, human capital, in addition to directly affecting the recognition of opportunity, is also indirectly effective in identifying opportunity by affecting social capital. Therefore, human resources play an essential role in organizational entrepreneurship because it can encourage or delay organizational entrepreneurship with efficient subsystems and capable managers or vice versa. It is suggested that considering the satisfaction and health of the staff, periodic assessments of the current situation in the organization, motivation with appropriate payments to employees, individual and group incentives should be considered. The results of the seventh hypothesis show the confirmation of a positive and significant effect of sustainability and accountability on the management of entrepreneurial talent of employees, in which the impact coefficient is equal to 0.50 which indicates the average effect in this section and also according to t statistics which is equal to 6.79 and the level of significance is equal to 0.01, indicate the confirmation of this hypothesis. The results in this section are in line with research of [Chen \(2021\)](#). Sustainability and accountability by creating transparency will close the gap between manager and employee. Sustainability and accountability is one of the tools of controlling and monitoring power and combating abuse of power. Municipal managers are advised that things like introducing new programs such as providing amenities can require long-term effort and high costs, so launching simple and achievable social responsibility programs can be an effective strategy for the organization to increase employee commitment. Initiating and publicizing the voluntary activities of an organization that can create a sense of pride in working in a responsible organization among employees are good examples of this kind. The results of the eighth hypothesis show the confirmation of a positive and significant effect of adherence to ethical principles on the management of entrepreneurial talent of employees, in which the impact factor is 0.58, which indicates the average impact in this sector, and according to the t statistics of 11.52 and the significance level equal to 0.03, indicate the confirmation of this hypothesis. The results in this section are in line with research of [Bagheri et al.,](#)

(2019) and Khalid *et al.*, (2019). Therefore, it can be said that managers and employees of organizations, including municipalities, in order to perform their organizational affairs, in addition to organizational and legal criteria, need a set of ethical guidelines that help them in organizational behaviors and practices to coordinate and unify procedures in line with organizational ethics. Managers also relate directly to the attitudes of employees and members of the organization. Adherence to ethical principles helps the organization move toward its goals. If the relationship is a healthy one, the organization will achieve its goals. If this relationship is based on unethical behavior, the organization will fail to achieve its goals. It is suggested that increasing the capacity to detect corruption and comply with regulations relating to adequate employee safety and creating an environment for appropriate training and support for managers should be considered. The results of the ninth hypothesis confirm the positive and significant effect of complexity on the management of entrepreneurial aptitude of employees in which the impact factor is 0.64 which indicates the average impact in this section and also according to the t statistics which is equal to 10.67 and the level of significance equal to 0.000, indicate the confirmation of this hypothesis. The results in this section are in line with research Bagheri *et al.*, (2019) and Khalid *et al.*, (2019). The results of the ninth hypothesis confirm the positive and significant effect of complexity on the management of entrepreneurial aptitude of employees in which the impact factor is 0.64 which indicates the average impact in this section and also according to the t statistics which is equal to 10.67 and the level of significance equal to 0.000, indicate the confirmation of this hypothesis. The results in this section are in line with research Bagheri *et al.*, (2019) and Khalid *et al.*, (2019). As business environments become more complex and dynamic than in the past, organizations need to move in the direction of being able to keep up with these changes. To this end, municipal managers should strive to strengthen creativity and entrepreneurship in the organization. The emergence of entrepreneurial behavior for higher performance than competitors depends on the members. In this regard, it is necessary for organizations to pay serious attention to human resources and in fact human capital as one of the key and important factors that affect the success of the company and the emergence of entrepreneurial

behavior. By implementing a strategic talent management system, individuals are given the opportunity to create a more creative and entrepreneurial environment based on their inner motivation, which in turn increases entrepreneurial behavior. The existence of such behaviors improves the dimensions of people's moral behaviors and develops their self-confidence, and self-fulfillment in the workplace. In this regard, it is suggested that in order to meet the expectations of employees, the organization can use pre-shift meetings to share influential experiences or ideas related to humanitarian activities among employees and supervisors, establish customer-related units to establish relationships with clients in different levels in the city. The results of the tenth hypothesis indicate the confirmation of a positive and significant effect of recognition on the management of entrepreneurial aptitude of employees in which the impact factor is equal to 0.60 which indicates the average impact in this sector and also according to the t statistics equal to 10.26 and the level of significance equal to 0.004, which indicate the confirmation of this hypothesis. The results in this section are in line with the research Bersin *et al.*, (2016). In relation to this component, it should be noted that one of the debatable solutions to reduce the gap between the current situation and the desired situation is to provide a basis for reforming municipal laws. Municipal managers must be able to apply appropriate management to the flexibility of the organization's rules by adopting appropriate policies and making organizational arrangements. It is suggested that municipal managers pay attention to issues such as the existence of specialized training by presenting international certificates, the existence of written rules and procedures in the organization and evaluation based on these indicators, creating flexible standards appropriate to the current situation in the organization and presenting operational plans. The results of the eleventh hypothesis show the confirmation of a positive and significant effect of focusing on management of entrepreneurial talent of employees in which the impact factor is equal to 0.58 which indicates the average effect in this section and also according to t statistics which is equal to 8.56 and the level of significance equal to 0.01, indicate the confirmation of this hypothesis. The results in this section are in line with research Bagheri *et al.*, (2019) and Khalid *et al.*, (2019). It can be concluded that when

managers and experts in the municipality are given the right to choose and experience meaning, progress and competence in work, it motivates them, hopes for a career future and in fact strengthens the sense of individual mission. In addition, competencies activate the actual performance and potential of employees. In fact, competencies relate to people's knowledge, skills or abilities. These competencies are very valuable and lead to a competitive advantage for the organization and especially the municipalities. Therefore, municipal managers should pay attention to employee participation in interpreting data by presenting group and individual meetings to evaluate results, direct control of top management by creating a transparent structure among employees and managers, and determining the budget of organizational units by presenting operational budgets.

## CONCLUSION

The purpose of this study was to present a conceptual model of entrepreneurial talent management. Based on this, first by reviewing the literature, research background and then interviewing experts through fuzzy Delphi method, first the factors causing the model in the form of components and indicators were identified; These factors were defined in 11 components of perceptual skills, decision making, social intelligence, leadership change, result orientation (performance management), management, perseverance and accountability, adherence to ethical principles, complexity, recognition and focus. Then indices corresponding to the components were determined in 57 indices. Then, according to the interview conducted through Delphi fuzzy method, five indicators of organizational authority, organizational transformation, teamwork, superior management and organizational affiliation were eliminated. Therefore, based on the approved indicators, a questionnaire was designed and distributed among the statistical sample, including 212 managers and experts from 22 districts of Municipality of Tehran with a history of more than 20 years working experience. The software output showed that the research hypotheses have been confirmed. The results showed that entrepreneurs with real skills in identifying opportunities and situations and creating momentum to develop these situations are the real pioneers of change in the economy and social change. Entrepreneurs recognize

that success and survival in the future will require agility, initiative and creativity. Therefore, the reason for the desire to compete globally for skilled workers is that many employers around the world do not have entrepreneurial talent in the workplace. Therefore, talent management in municipalities is in line with the development of human capital and staff skills. That's why employees need to be differentiated and this is a unique principle in managing their entrepreneurial talents in municipalities. Another important factor in the system in municipalities is the perspective of employees. If this system does not feel the desire for change and does not have an entrepreneurial culture, the concept of entrepreneurial talent management will be violated and the accumulation of talent and escape of entrepreneurial staff and at the same time destroys the entrepreneurial talent management.

## Suggestions

Based on the obtained results, the following suggestions are made to policy makers, managers:

- Establishing a system for measuring efficiency and effectiveness as quality control of individuals' output and determining the contribution of individuals in achieving the strategic goals of the organization in order to manage the reward system and various job opportunities for promotion upwards;
- Establishment of databases in the organization dedicated to recording information related to talented people and creating a structure to identify, attract, nurture and develop such personnel;
- Understanding the difference between talent development and the succession system by the municipality managers; because the issue of succession is the current activity of the organization, while the provision of talents provides the future growth and development of organizations.

## Limitations and future research

Every research faces limitations in time and space, and this research is no exception to this rule. Since the data required for the research were collected through interviews with experts of the Municipality of Tehran, so it can be acknowledged that the analysis of this research was based on data collected from different perceptions of experts and not from objective sources that may in some cases the findings were influenced by personal beliefs. Finally, because the present study was conducted in 22 districts of the Municipality of

Tehran- Iran, therefore, it may be possible to extend it to other organizations in the country with different results that are not very reliable. Therefore, the suggestions of this research for the future are as follows:

- Conducting this research in other organizations Comparing the results obtained with the present study in order to identify weaknesses, strengths, opportunities and organizational threats;
- Considering the role of management styles in model presentation;
- Considering the field of functional innovations and market innovations in the field of organizational innovations in the proposed model;
- Use of multi-criteria decision-making techniques in ranking the factors affecting management Entrepreneurial talent;
- Providing an entrepreneurial model tailored to the needs and requirements of both the client and the organization

#### AUTHOR CONTRIBUTIONS

F. Moradi performed the literature review, research method, data analysis, research hypotheses and article conclusions. A. Momayez and A. Zamani Moghaddam reviewed the article and controlled the results of the research.

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#### 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.

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#### ABBREVIATION

<i>AGFI</i>	Adjusted Goodness of Fit Index
<i>AVE</i>	Average Variance Extracted
<i>CEO</i>	Chief Executive Officer
<i>CR</i>	Composite Reliability
<i>KMO</i>	Kaiser-Mayer-Olkin

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