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Modeling the Development of Future Managers Based on the Management of Talent and Personality Types in the Digital Age (Case Study: Social Security Organization of Iran)

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Abstract

Purpose: The purpose of this study is to design and explain the development model of future managers based on talent management and personality types with the grounded theory approach in the headquarters of the National Social Security Organization.

Method: This research was conducted with a qualitative-inductive approach and Strauss-Corbin's grounded theory method. The research tool was a semi-structured interview. Using the grounded theory method, the data obtained from interviews with 12 elites and qualified specialists of the Social Security Organization were analyzed in three open, axial, and selective coding stages.

Findings: 19 general categories in the form of a paradigm model in which these factors include causal conditions (individual factors, organizational factors, lack of proper selection, knowledge and skills of employees), central phenomenon (future managers based on talent management and personality types), contextual conditions (Organizational context, Talent Selection, Talent utilization), intervening conditions (psychological (individual) factors, Individual factors, Management factors), and strategies (Talent sourcing, Empowerment of managers and employees, Proportion of job and employment, Succession, Foresight and Cognitive Strategy) and Consequences (Organizational results, Public satisfaction, Futurization).

Conclusion: Conclusion: Recent developments in the field of human resources have made this field doubly important. Organizations try to employ the most specialized people at management levels, and therefore talent management, as a key king, examines the types of situations involved in this field. Proper use of talents leads to success and puts the organization on the right track.

Keywords: Future Managers Development, Talent Management, Personality Types, Social Security Organization.

1. Introduction

In the field of economic competition and digitalization, one of the main challenges for global companies is to attract and retain top talents (Chan & Balkova, 2022). The digital age is changing the way an organization recruits, selects, and develops skills for a new

generation of employees (Zhou et al., 2021). Currently, to improve organizational performance, human resources provide digital solutions for businesses and employees, i.e. solutions that create new interactions and experiences for employees. In the long run, talent management represents a strategic component of the business model that creates product and marketing communication innovations, value for consumers, and financial performance. Thus, the talent search is a never-ending story, and investing in high-potential youth minimizes operating costs and allows learning business at a practical level, in line with market dynamics (Kataoka et al., 2021).

To this end, organizations require to know what needs they are facing now and in the future to be able to identify potential and actual talent among employees and, in other words, be able to manage talents (Al Awadhi et al., 2018). The definition of talent is not simply a process of convergence to a sustainable structure, but a process of emerging a negotiated meaning from a discourse structure that requires negotiation between individuals and groups about their interests (Wiblen & McDonnell, 2020). The Covid-19 epidemic has led many countries to understand the vital nature of connectivity, digital infrastructure, and the digitally educated population, as well as the growing importance of promoting digital interaction and talent development (Armagnac et al., 2021). The dominance of technology will continue across industries and occupations (Morgan, 2017). Undoubtedly, the acquisition of organizational talent in the digital age is a beacon of confidence in a world that is increasingly uncertain (Mihalcea, 2017). In the case of interpersonal interactions, talent management, like other concepts and practices of human resource management, involves the different influences of managers who have different tasks and levels in the hierarchy and behave accordingly (Steffensen et al., 2019).

Today, organizational talent is a major source of competitive advantage in global digital developments. The performance of an organization depends on the performance of its employees. If an organization's employees have unique competencies, it sets them apart

from their competitors. In this competitive environment, retaining a talented workforce along with recruitment is the main task of human resource managers. Talent management is a very complex and vital task (Hongal & Kinange, 2020). There will be an urgent need for organizations to retrain, upgrade existing talents and interpersonal skills, and hire new digital talent. Achieving the best results builds an effective talent management system with proper use of the winning organization. Talent management is the integration of human resources which is designed for the processes of recruitment, development, and motivation to retain committed and productive employees of the organization (Martin, 2015).

On the other hand, digital technologies have strongly influenced human resource management practices. Human resources must focus on maintaining the workforce through digitalization, which increases productivity, turnover, collaboration, citizenship, and motivation among the workforce (Ganesh & Tyagi, 2021). The Covid-19 epidemic has seen the acceleration of digitalization, and there is a high demand for jobs based on the structure of emerging digital developments that require critical digital talent management (Jones et al., 2021).

Therefore, acquiring the right talents strengthens the organization's strategy (Nelis et al., 2011). The current state of the global economy has led to an overall increase in job seekers in the labor market around the world, but there is still a significant shortage of talent in various sectors and countries, which leads to an increase in the problem of "talent mismatch". Because the world of today's organizations needs someone with multitasking skills, it becomes very difficult to acquire talent (Mothe et al., 2021). As a result, finding the "right" person for a particular job becomes more challenging. Not only gaining but also retaining a talented workforce has become the organization's biggest challenge. Talent management focuses on how people enter and move inside or outside the organization. Talent management will succeed by supporting a strong organizational structure. Because better talent can change the future of the business,

talent management must play a dominant role (Broek et al., 2018). Digital transformation will be strengthened when the capacity of talent to fill these jobs with new and high skills is filled. Digital talents should also be aware of the creation of new digital jobs and the fields that are most in-demand before choosing their field of study (Reiman et al., 2021).

The future is here and it is constantly evolving. Undoubtedly, management changes based on digital structure not only do not shake the traditional performance and are based on human resources, but also provide an opportunity to manage talent in organizations (Claus, 2019).

Sandler (2003) also emphasizes that the main talent manager of the organization is still the human resources department (Liu et al., 2020). When the organization improves, develops, and maintains the selection, discovery, exploration, and recruitment of human resources efficiently and continuously, the organization's innovation also increases, as well as when managers try to identify talented employees. They reward the able and the hardworking (Dries, 2018). As the digital world continues to evolve, the organization in which graduates compete to secure jobs becomes more diverse and challenging. In that case, the level of innovation in the social security organization will be promoted and creative ideas and opinions will be expressed in the organization (Hillmann et al., 2018).

The Social Security Organization is in a special, sensitive, and fundamental position, and it is not possible to overcome the challenges it faces without having talented employees (Sengupta et al., 2020). Because the Social Security Organization is known as the largest insurance and social organization in the country, which covers more than half of the country's population with insurance and welfare services, but is always in financial crisis. The intergenerational rupture in the field of human resources of managers and experts is also significant; due to retirement and lack of staffing and training of future managers and experts, and the theoretical poverty and practical despair of human capital. Therefore, staffing and training of future

managers and attention to young people and women with experience, education, and skills, and creating a meritocracy, knowledge-based learning system in the field of the human capital of the organization should be put on the agenda to fundamentally address this critical challenge in the future. Optimal management and organization of resources and expenditures and creating a balance between them, adjusting inputs and outputs, and optimizing the decision-making and executive system based on insurance principles and calculations are among the basic solutions to exit the crisis.

According to the above, digital transformation requires organizational readiness and excellence. Organizational talent management teams that are responsible for leading innovation are reciprocal units that rely heavily on creative individuals with a set of heterogeneous skills that benefit from different areas of expertise. Acquiring and retaining multi-talented employees whose knowledge covers areas that seem to be far apart is not only useful for innovation but also challenging for companies that need to recruit and manage them. Therefore, considering the digital changes and foresight of managers in the Social Security Organization, this study seeks to answer the question of how to model the development of future managers based on talent management and personality types in the digital age.

2. Literature review

2.1. Management
Management starts from the human side and can be extended to the whole world, and along with it, the management of organizations and groups is also introduced (Halder et al, 2012). Today's world of management is faced with the complexity of organizational relationships, the variety of tasks, and the increasing advancement of technology, and scientific and classical management, along with planning, forecasting, and understanding, exerts its influence on the field. Identify planning horizons and timelines, and identify and

anticipate the negative actions that may lead to a potential implementation of the program along the way. Maintain a consistent and dynamic way of implementing your plans (Wee et al, 2018). Therefore, management that does not go through the transition from tradition to futurism today can not achieve the necessary efficiency and effectiveness. The reason for this claim is the existence of abundant resources in some societies that have not been able to complete the necessary growth and development despite having these facilities, and the reason for this is the lack of excellent and efficient management (Schmitt et al).

2.2. Talent management

Talent is a general term that is used in various fields. However, there are still significant ambiguities and fundamental differences between the theories in this regard, since identifying talent and its correct orientation requires specific and solid approaches. These current ambiguities and multiplicity have created obstacles to the realization of this important issue in societies (Ocasio et al, 2018).

Talent management is the strategic management of talent flow through the organization that aims to ensure the availability of talent and put people in the right job position (Kreiner, 2016). In summary, according to the talent mentality literature, we distinguish five main components: alignment with the organization means value adequacy which includes commitment and loyalty, application of talent principles by the top and senior managers, talent competence, ie the way people can use their talents To use. Freedom and independence of talent use is the main characteristic of empowerment and talent development, ie feedback on competencies and capacity development in organizations. Talent management is a concept that focuses on both tactical and strategic approaches to enable the sharing of human capital as desired by employees. Some researchers have linked it to employee enthusiasm in the workplace. If the organization implements talent management strategies effectively, it increases employee participation, which in turn helps to improve the

organization's performance. More employee participation increases productivity (Fitza, 2017).

2.3. Personality types

Personality psychology deals with what is usually concerned with human nature. Personality theorists deal with the human whole and try to examine the complex relationships between different aspects of human action and the complex relationships between human beings. They believe that the human personality is an organized whole. And in the light of such totality and organization must also be known, in the word personality means that each person is a unique unit and the so-called common people and no other person can be found who is exactly like him (Lee et al, 2017). Personality is a set of inherited and acquired qualities that make him unique. Personality expresses those characteristics of a person or persons that form their fixed intellectual, emotional and behavioral patterns. The system we study includes external (observable) thoughts, emotions, and behaviors, especially the relationship of these three aspects to each other in building a unique and unique personality is very important (Albert et al, 2015).

2.4. Theoretical Framework

Talent management is how employers recruit and develop a workforce that is as productive as possible and likely to stay with their organization long term. When implemented strategically, this process can help improve the overall performance of the business and ensure that it remains competitive (Hillmann et al., 2018).

Talent management is about taking a strategic approach to attracting, retaining, and developing a workforce. Running a company takes more than hiring people who can perform needed tasks. Companies need to build a competitive workforce by sourcing in-demand skills, investing in continuous learning and skill development, and managing and optimizing performance. The skills that companies need evolve as the company grows. At Workday, we believe that applying a skills-based lens to optimize talent enables workers to meet

evolving business demands. The nature of work continues to change, and along with it, the management of the workforce also needs to change. In other words, talent management is less about "management" and more about "enablement." Companies that invest in the employee experience, from retention to development and more, enable their employees to achieve business outcomes, not just tasks (Reiman et al., 2021).

Talent management has always been a critical area for driving rapid industry growth, achieving competitive advantage, and delivering accelerated benefits from a business model to shareholders. New-age digital corporations (TI and ITES) are leading the pack in implementing innovative tools to manage talent through reinventing employee performance appraisal systems by doing away with the bell curve. Methodology and the adoption of a more continuous 360-degree feedback system. More than 76% of private companies have changed processes, 59% of companies have aligned with corporate strategy in performance management systems, 30% of companies have reviewed human resource structures and capabilities (Mothe et al, 2021)

An agile, people-first talent management strategy will enable people to be their best selves, encourage career mobility via continuous learning and access to information, and better empower organizations to have the talent and skills they need to address both challenges and growth opportunities they face. Increasingly, talent management is a big differentiator in a competitive global economy (Zhou et al, 2021).

Malekzadeh and Sadeghi (2017) showed that the strategy of human resource management in the digital age is based on big data, talent identification, and management. Relying on the big data of information systems, a good interaction is achieved for future human resource management and talent management based on digital developments. Ruth and Netzer (2020) stated that digital leaders have better skills for developing an organization based on global change. Schwarzmüller (2018) showed the direct impact of digital

transformation on organizational management and digital talent. While some of the changes identified were partially covered up in previous studies, others, despite their apparent importance in the current stage of digital evolution, have not received much attention so far. Therefore, the results of this study provide an important basis for future research and help organizations strategically prepare the conditions needed for the digital age to manage talent and identify and empower future managers. According to the stated cases, it can be concluded that; The lack of a native model in this area can be considered to express the importance and necessity of research; Therefore, the purpose of this study is to prepare for talent management based on digital transformation in the organization. The researcher also seeks to answer the following questions: What are the factors influencing the preparation of talent management based on digital transformation in organizations? What is the model of talent management based on digital transformation in organizations?

3. Methodology

This research is in the category of inductive quality from the perspective of research orientation (Fernández, 2004); because it seeks to develop the frontiers of knowledge by explaining the development model of future managers based on talent management and personality types in the digital age and extracting this model from. It has not been considered in the country and the world. According to the division of Guba and Lincoln, the paradigm and philosophy of this research is constructivism (Guba & Lincoln, 1994). From a methodological point of view, the present study is qualitative and the data foundation theory strategy has been used to design the initial model (Creswell, 2005). To explain this purpose and collect data, the tools of observing organizational actions related to the subject of research and exploratory interviews of managers, psychological elites, management, and organizational behavior have been used. The sample interviewed 11 managers and employees of the organization and one

elite of psychology who were selected using the purposive sampling method and snowball method and semi-structured, in-depth interview with open-ended questions (Glaser & Strauss, 1967).

4. Findings

Demographic characteristics

Participants in this study are organizational actors related to the research topic, and exploratory interview has been used with managers and organization elites in the organization. The sample was 12 people who were selected using the purposive sampling method and the interview was semi-structured, in-depth, and with open-ended questions. The demographic characteristics of the participants are given in Table (1).

Table 1. Demographic characteristics of the participants

Row	Field of study and degree		work experience	Position	Gender	Age
1	Public Management - Transformation	Phd	14 years	Head of the Office of the Managing Director	Female	40
2	Industrial Management	Phd	17 years	Head of Security Department	Man	42
3	strategic Management	Phd	16 years	Head of Finance	Man	43
4	governmental management	Phd	20 years	Master of Budget and Organization	Man	42
5	Economic systems planning	MA	20 years	Head of Performance Review and Monitoring Office	Man	47
6	Strategic Management	MA	24 years	Head of Legal Affairs and Laws	Man	49
7	Executive Management	MA	20 years	Head of Parliamentary and Government Affairs	Man	48

8	Governmental management	MA	18 years	Director General of Provincial Affairs Coordination	Man	38
9	Governmental management	MA	20 years	Head of the Registration Office	Man	45
10	Economy	MA	25 years	Head of Premium Collection Office	Man	47
11	Governmental management	MA	14 years	Head of Technical Affairs of Pensions	Man	42
12	Insurance Management	MA	15 years	Head of Executive Affairs	Man	43

Based on the interviews conducted, the following six categories of data were coded in grounded theory:

Causal conditions: Participants in the study stated that conditions are involved in future managers based on talent management and personality types such as individual factors, organizational factors, lack of appropriate selection, and knowledge and skills of employees, which are described in Table (2).

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

Axial coding	Secondary coding	Open coding
Lack of proper selection	Talent identification	Talent Barriers
	Selection based on the strategy of the organization	Strategic priority
Knowledge and skills of employees	Workforce planning	Human resource talent management
	Skills planning of employees	Identify required talents
Individual factors	Career advancement	Lack of talent management of employees
	Job outlook	Practical skills of employees
Organizational factors	resource management	Lack of career advancement
	Legislation	One's perspective on the

	job
Organizational Culture	Resource wastage

Contextual conditions: The set of contextual elements in future managers based on talent management and personality types includes "organizational context, talent selection, talent utilization", which is described in Table (3).

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

Axial coding	Secondary coding	Open coding
Organizational platform	Organizational Structure	Improvement
	Support and support	Job support
Choice of talents	Talent-seeking	Achieve talent
		Talent assessment
	Trust creating	Organizational Trust
Use talent	Proportion of job and talent	Talent and job interaction
		Talent recognition officially
	Discover hidden talents	Organizational talent

Intervening conditions: Psychological (individual) factors, individual factor, and managerial factors are among the intervening conditions of future managers based on talent management and personality types, which are presented in Table (4).

Table 4: Axial coding of qualitative data (intervening conditions)

Axial coding	Secondary coding	Open coding
Psychological factor (individual)	Talent identification	Talent
	Personality Psychology	Psychological contract
		Character recognition
Individual factor	Understand the complexity	Data analysis
	Individual experience	Work Experience
Management agent	Commitment and accountability	Responsibility of the manager
	Workplace shocks	Unpredictable events

Strategy: The strategies of this research include talent sourcing, empowerment of managers and employees, job and employment suitability, succession planning, foresight and cognitive strategy, which are stated in Table (5).

Table 5: Axial coding of qualitative data (strategic conditions)

Axial coding	Secondary coding	Open coding
Talent sourcing	Talent Survey	Talent assessment
		Identifying people with high potential
		Useful performance appraisal system
		The ability of managers in talent management
	Attract talent	Efficient recruitment with talent management
		Key indicators of talent search
		Recruitment and selection
		Matching person and job
Empowering managers and employees	Cultivating talent	Education
		Skills training
	Talent development	Flexibility in performing job duties
		Categorize people according to purpose
		Development and preservation of human resources
Proportion of job and employed	Typology	Job and job alignment
	Participatory Management	Participation management
		teamwork
Succession	Talent leadership	Succession and job rotation
		Agility
	Recognition of continuous growth	Identify strengths and improvements
	Talent Development Management	Talent development management in the organization
	vision	Achieve strategic goals
Foresight	Organizational strategy	Organizational structure management
		Organizational culture support
		Transparent target transparency
		Having a united view of the whole organization

	Organizational goals and vision	Recognize organizational goals
		Having a vision
Cognitive strategy	Organizational decentralization	Talent Support
	Organizational complexity	Matching talent and responsibility

Consequences: The consequences of this study include organizational results, public satisfaction, and futurization, which are stated in Table (6).

Table 6: Axial coding of qualitative data (consequences)

Axial coding	Secondary coding	Open coding
Organizational results	Control of organizational efficiency and effectiveness	Saving and productivity
		Proper financial performance
	Organizational management	Talent application
	Organizational support (promotion)	Increase knowledge management to gain skills
		Improve the talent management process
		Organizational excellence and growth
		Increase optimal performance
		Appointment and supply of appropriate labor force
Public satisfaction	Customer Orientation	Customer satisfaction
	Satisfaction of human resources	employee satisfaction
Futurization	Organizational future	Achieving the goals of the organization
	Upcoming achievements	Matching performance with ideas

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

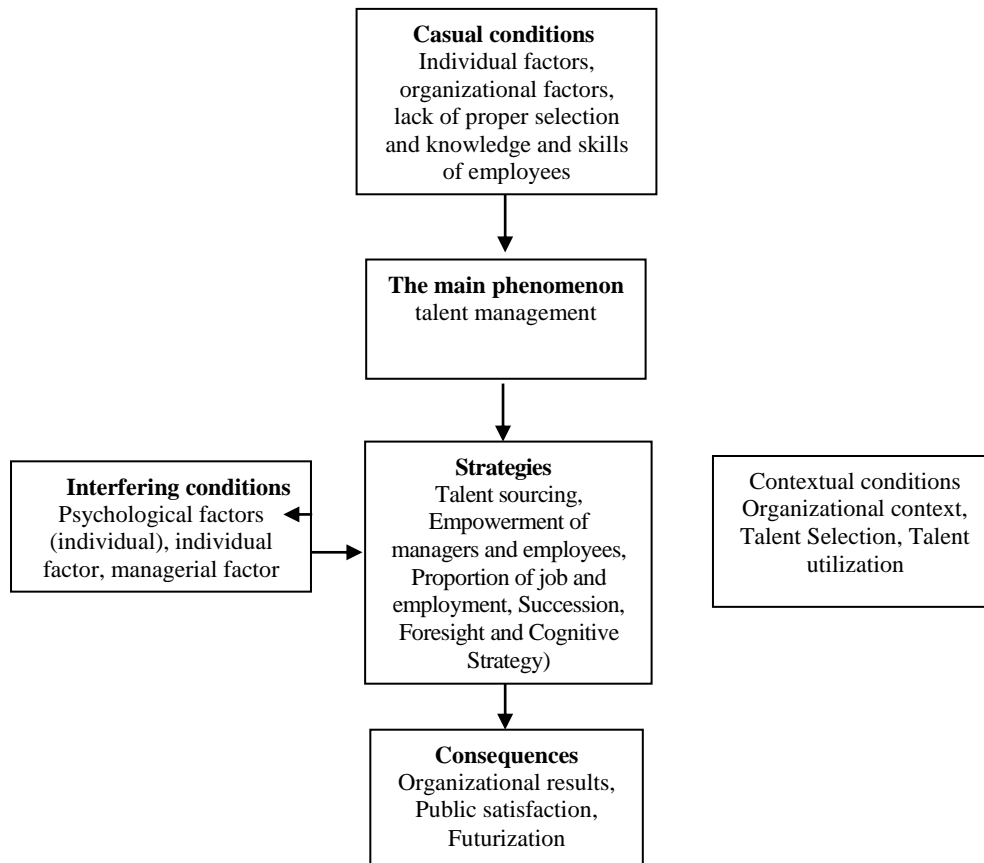paradigm, in other words, the model of the qualitative research process.

Figure 1. The model of the qualitative research process

5. Conclusion

The present study is a modeling of the development of future managers based on the management of talent and personality types in the digital age in the Social Security Organization of the whole country (headquarters). Based on the changes of the digital age, it is necessary to train managers based on future needs. Therefore, today

we can see a change from attracting specialists to working with human capital. Companies are aware of the fact that their potential success is largely driven by qualified employees. So there is a literal renaissance in skills monitoring, the so-called talent management. The impetus for these transformation processes, in the long run, is represented by two main aspects - demographic and technological. In this research, based on the data approach of the foundation, the issue of talent management and personality types based on the changes of the digital age has been studied. The results of the development of future managers based on the management of talent and personality types are as follows: Four main reasons for the development of future managers based on the management of talent and personality types were obtained, including 1- lack of proper selection, 2- knowledge and skills of employees, 3 - Individual factors and 4- Organizational factors.

In the central code of non-selection, which is due to the lack of proper talent identification and non-selection based on the organization's strategy, the knowledge and skills of employees should be considered to manage the talent of human resources and identify the required talents of the organization. Lack of career advancement and job attitudes affect a person's foresight about the job. Organizational effective factors of proper and efficient human resource management prevent the loss of resources. Legislation that sets macro government considerations for organizations, the results are in line with the results of Khalili et al. (2021). Also, all considerations should be made in the selection of human resources. Organizational culture should be based on internal developments (automation and virtualization) and external organizations (digital age developments).

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Organizational effective factors of proper and efficient human resource management prevent the loss of resources. Legislation that sets macro government considerations for organizations, the results are in line with the results of 15. Dries. (2018), and Khalili et al. (2021). Also, all considerations should be made in the selection of human resources. Organizational culture should be based on internal developments (automation and virtualization) and external organizations (digital age developments). The results are in line with the results of Harsch et al, (2019), which showed that all dimensions of entrepreneurial talent management versus entrepreneurial skills and entrepreneurial knowledge significantly affect the adaptation and awareness of global change. Jones et al. (2021) also showed that human resource talent identification is of great importance in shaping the organization and managers' foresight.

The set of contextual elements in future managers based on talent management and personality types includes "organizational context, talent selection, talent utilization." Organizational context, that is, organizational structure and improvement and support, which is the same as job support. Talent selection includes talent seeking and talent acquisition. Talent assessment as well as trust-creating which includes organizational trust. Talent utilization includes the fit of job and talent, the interaction of talent and job, the recognition of talent, and the discovery of latent talent. These results are in line with the results of Liu et al (2020) which showed that there is a direct and significant relationship between talent management and organizational innovation. Therefore, it was suggested that managers formulate and implement short-term and long-term plans for talent management. Participants also suggest that psychological factors (individual), individual factors, and managerial factors are among the intervening conditions of future managers based on talent management and personality types. Psychological (individual) factors include talent identification and aptitude, as well as personality psychology, including psychological and personality contracts. An individual factor that also requires understanding the complexity and analysis of

information. Personal experience includes work experience. The talent identification strategy should be in line with the goals and priorities of the organization, and this will be successful if the necessary support for the implementation of this program is provided by the CEO and the board of directors of the Social Security Organization. To prepare a suitable plan, we also need skilled and experienced personnel in the human resources department so that it can determine the work plan of each person and also establish other programs for the organization. In this case, the organization creates a system that is arid and flexible for the current turbulent situation. Also, the talent manager should have a direct relationship with the CEO and the team of senior managers of the organization should be in regular contact with the talent department to be able to design a long-term plan for the future of the organization. Any change that occurs in the organization's core programs quickly changes the talent program. The managerial factor requires the commitment and responsibility of the manager and includes workplace shocks, ie unpredictable events; Such as the application of political behavior in action and speech, diminishing the dignity of work, being seen as normal, temporary policies in the organization, irrational elimination of organizational positions and the existence of any sudden events in the job. Talent management must be able to respond to any changes in the competitors' game. The study of cultural ideals and practices, as well as prototypes of future managers' leadership, is based on the assumption that today's students are likely to form future management in business organizations.

The strategies of this research include talent sourcing, empowerment of managers and employees, job and employment suitability, succession planning, foresight, and cognitive strategy. Organizations need talent sourcing, which includes talent assessment and assessing the talents needed by Social Security Organization. In the organization, people with high potential should be identified and the performance appraisal system should be useful. The ability of managers in talent management, talent absorption, efficient recruitment with talent management, and key indicators of talent

identification, recruitment, selection, and personal adaptation to the job should be applied properly.

Personality traits, such as age, gender, education, development and work experience, knowledge, skills, talents, and individual abilities should be tailored. These conditions include personality typology and job-occupation alignment.

Collaborative management and teamwork are also considered strategies for developing talents. Succession planning, which includes talent leadership and career development, makes people agile and recognizes their continuous growth, and allows people to be identified with strengths and improvements. Management is the development of talent, management, and having the desired vision to achieve strategic goals.

Another central code is foresight, which includes organizational strategy, management of the organizational structure, support of organizational culture, transparency of strategic goals, and having a unified view of the entire organization to the desired future to manage the talent of employees.

The cognitive strategy includes organizational decentralization, talent support, the discovery of organizational complexity, and matching the talent and responsibility of individuals. These results are in line with the results of Rajabipour Meybodi and Mohammadi (2021) who showed that the integrated model of talent management consists of seven main categories which are: identifying and discovering talent resources, attracting talent resources, selecting talent resources, developing talent resources, Maintenance of talent resources, evaluation of talent resources and results of talent resources.

Roshan et al. (2016) showed that the talent management system should include at least three key components of recruitment and selection, training and development, and retention.

Finally, the consequences of research include the results of actions and reactions. Consequences are not always predictable and are not necessarily what people intended. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or

in the future. The consequences of this research include organizational results, public satisfaction, and future planning.

Organizational results include the category of control of organizational efficiency and effectiveness, cost savings, productivity, proper financial performance, and proper organizational management. Another category is organizational support (promotion) which increases knowledge management to acquire skills and improves the process of talent management and organizational excellence and growth and increases optimal performance and proper appointment and supply of appropriate workforce.

Public satisfaction, which leads to customer orientation, client satisfaction, human resource satisfaction, and employee satisfaction, also leads to building a future for the organization, achieving the organization's goals, and future achievements for the organization, and adapting the performance to the organization's new ideas. These results are in line with the results of Beikzadeh et al. (2021) which showed that futurism has nine dimensions of meeting the needs of society, conceptual understanding, adaptation to change, strategic vision, decision making, research talent identification, empowerment, research support and Is the structure of the organization. The highest coefficient is related to the strategic vision dimension and the lowest coefficient is related to the decision dimension.

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