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## Investigating the relationship between talent management and knowledge sharing among physical education teachers in Fardis city

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### Abstract

The purpose of this research was to investigate the relationship between talent management and knowledge sharing among physical education teachers in Fardis city. Descriptive-correlation research method that has been done by field. The statistical population of physical education teachers in Fardis city was determined to be 130 people and the statistical sample was determined as all 130 people and then the statistical sample was selected by simple random and after collecting the questionnaires it was observed that 117 questionnaires could be used. Measurement tools include Talent Management Questionnaire (Sarmad *et al.*, 2011) and Knowledge Sharing Questionnaire (Dixon, 2001). Content and face validity of the questionnaires were confirmed by management professors and then their reliability was 0.83 for the talent management questionnaire and 0.74 for the knowledge sharing questionnaire, respectively. Descriptive and inferential statistics (Pearson correlation coefficient) and Kolmogorov-Smirnov test were used for analysis to determine the normality of statistical data distribution. Findings showed that there is a positive and significant relationship between talent management and knowledge sharing. Therefore, it can be concluded that if the staff talent management organization is properly managed and supervised, we will see the sharing of knowledge among employees as well as the responsibility of Physical education teachers.

**Keywords:** Talent management, knowledge sharing, physical education teachers

### Introduction

Talent management is defined as a system for identifying, hiring, nurturing, promoting and retaining talented individuals, with the aim of optimizing the organization's ability to achieve business results (Cheraghali *et al.*, 2019) [2]. Today's organizational world is the world of talents, but talent identification and training of future managers of organizations is also one of the most important challenges in the field of human resource development (Mahdavi, 2020) [5]. Implementing an effective talent management system increases the competitiveness of the organization and thereby reduces employee layoffs and increases employee job satisfaction and commitment to the organization (Allameh *et al.*, 2018) [1]. Hans Straberg "In our highly competitive industry, having the right people in the right place is a way to ensure we know our opportunities so that our people can perform at their best", says Electrox CEO, Because we believe that dynamic management and the development of our talent, which is the development of people and their abilities and skills, is a prerequisite for success. We consider talent management as a strategic priority and part of our daily work (Pollit, 2020) [11]. Talent management as activities and processes that include the systematic identification of key jobs that help the organization achieve a sustainable competitive advantage, Develop a talent fund with high-potential staff and fill these roles with talent, and develop a human resource structure to facilitate the filling of these jobs by qualified individuals, And ensuring their commitment to the organization; Is defined. In this regard, it is important to note that key jobs are not necessarily limited to the senior management team and key jobs are also considered at lower levels (Tansley *et al.*, 2017) [14]. According to the above definitions, talent management can be considered as an approach using two-way communication between supervisors and employees, causes the identification of capabilities, capacities and capabilities of employees from one side and nurturing, promoting and exploiting these capabilities on the other hand in order to achieve individual and organizational goals in this

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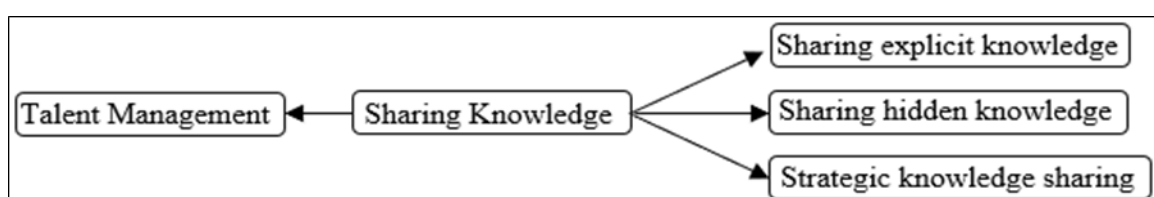
way, talent management can be used to make optimal use of all facilities and resources to achieve the goals of the organization (Yang, 2019)<sup>[17]</sup>.

Knowledge sharing includes voluntary interactions between employees, in the form of common organizational aspects and taking into account ethical norms, habits and special behaviors, etc.; Knowledge sharing is a process that helps to develop a collective spirit in which individuals work together as partners to achieve common goals; In the process of knowledge sharing, four types of knowledge play a pivotal role, which are professional knowledge, coordinating knowledge, goal-based knowledge and technical knowledge (Nemati and Jamshidi, 2018)<sup>[7]</sup>. Knowledge sharing is one of the stages of knowledge management. Knowledge sharing can be defined as a systematic activity in order to transfer and exchange knowledge and experience between members of a group or organization with a common goal. In other words, knowledge sharing is interpreted as a process of identifying, distributing and exploiting existing knowledge in order to solve problems more favorably than in the past (Mahdavi, 2020)<sup>[5]</sup>. All activities related to the transfer or distribution of knowledge from one person or organization to another person, group or organization are called the process of disseminating or sharing knowledge (Eslami, 2016)<sup>[4]</sup>. In other words, knowledge sharing will be useful when all employees need it in their work or at least apply the knowledge they receive (Zandi, 2018)<sup>[16]</sup>. Knowledge transfer and sharing takes place at different levels of an organization: between individuals, from individuals to explicit resources, from individuals to groups, between groups, between groups and from group to organization. Therefore, an important process of knowledge management in organizational environments is the transfer of knowledge to the places needed for application. Communication processes and information flows facilitate knowledge transfer in the organization (Cicourel, 2017)<sup>[3]</sup>.

According to the above, since manpower is the most valuable and important factor of production and its most effective in achieving sustainable development In order to make the best use of it, it is necessary to provide opportunities to promote the development of this powerful resource; Therefore, in order to lay the groundwork for talent, the knowledge sharing of the organization should be done by holding effective in-service training courses in order to raise the level of awareness of employees The importance of human resources as a valuable asset and, consequently, the implementation of a meritocracy system, intermittent and regular evaluation of employee performance and Followed by the implementation of a reward system, the implementation of a participatory culture and the encouragement of employees to do group work, knowledge sharing among employees and Provide the necessary solutions, acceptance and welcome of new ideas and practical theories of employees by managers in order to

create creativity in them, Employee cooperation in raising the level of managers 'and colleagues' views on human values, implementing organizational strategies to attract and retain talented, creative and innovative employees, and implementing strategies to cultivate their competencies. Therefore, in this regard, the present study seeks to investigate the relationship between talent management and knowledge sharing of staff and faculty members of the Islamic Azad University, Pars Abad Branch. The researcher seeks the question of whether there is a relationship between talent management and staff knowledge Physical education teachers of Fardis city?

Findings of Nasiri Valik Bani *et al.* (2019)<sup>[6]</sup> entitled Explaining the mediating role of talent management in the relationship between organizational culture and knowledge management showed that There is a significant relationship between organizational culture and talent management, between talent management and knowledge management and between organizational culture and knowledge management. Zargarani *et al.* (2017)<sup>[11]</sup> in a study entitled the effect of knowledge sharing on talent management through the mediating effect of intellectual capital concluded that Knowledge sharing and intellectual capital, each separately, have a direct effect on improving talent management at the university. But knowledge sharing has not affected intellectual capital, Therefore, it can be concluded that the mediating effect of intellectual capital in the relationship between knowledge sharing and talent management in the university has been negligible. Fahimi Haghverdi (2018)<sup>[6]</sup> in a study entitled "Study of the relationship between talent management and human resource efficiency in staff of Imam Hossein (AS) Hospital in Shahroud It was concluded that there is a significant relationship between talent management and human resource efficiency in the staff of Imam Hossein (AS) Hospital in Shahroud. Nopasand Asil *et al.* (2016)<sup>[8]</sup> conducted a study to investigate the relationship between talent management and organizational performance and the results showed that there is a significant relationship between activities related to talent management and service quality and service innovation. Shao, Feng and Liu in (2012)<sup>[10]</sup>, a study entitled The mediating effect of organizational culture and knowledge sharing on transformational leadership and organizational resource success planning systems show and analyze that Leadership is directly related to all four types of organizational culture-development culture, group culture, hierarchical culture and rational culture, and indirectly related to knowledge sharing and success in the organization. Evin and Marian (2011) conducted a study entitled "Study of the relationship between knowledge management and talent management in Irish businesses" which the results showed that there is a significant relationship between knowledge management and talent management in Irish businesses (Cheraghali *et al.*, 2019)<sup>[2]</sup>.



Conceptual model of research (Fahimi Haghverdi, 2014)

## Methodology

This research is applied in terms of purpose and correlational in terms of descriptive method, which has been carried out in the form of a survey, therefore, the type of research is applied in terms of purpose, and considering the fact that it examines the relationship between talent management and knowledge sharing among physical education teachers in Fardis city. It is a type of correlation. Also, taking into account the time criterion, the current research is a cross-sectional research because this research was done only at one point in time.

The statistical population of this research included the physical education teachers of Fardis city, based on the information provided by the Statistics and Information Center of the Education Department of Fardis city, the physical education teachers of this department include 70 men and 60 women, which is a total of 130 people. were chosen as the statistical population of this research. Total sampling was determined by 130 people who were randomly selected and then the questionnaires were distributed among them. After collecting the questionnaires, it was observed that 13 questionnaires were answered incompletely and could not be used, and as a result, the statistical sample of this research was 117 people. To assess talent management, the Talent Management Questionnaire of Sarmad *et al.* (2011) was used. This questionnaire consists of 28 questions in 4 dimensions, which include 1- Talent absorption system (command, selection and employment) from questions 1 to 9, 2-Talent assessment

and discovery system (performance management, evaluation centers) from questions 14-1, 3-Talent development and training system (development and training, career management) from questions 15 to 22 and 4-Talent retention system (service compensation, discipline) is made from questions 23 to 28. Dixon (2001) Knowledge Sharing Questionnaire will be used to measure employee knowledge sharing this questionnaire is made of 15 questions in 3 dimensions: 1-Explicit knowledge sharing (from questions 1 to 5) 2-Hidden knowledge sharing (from questions 6 to 10) 3-Strategic knowledge sharing (from questions 11 to 15). Content and face validity of the questionnaires were confirmed by management professors and then the reliability of Cronbach's alpha was reported to be 0.83 for the Talent Management Questionnaire and 0.74 for the Knowledge Sharing Questionnaire. Kolmogorov-Smirnov test was used for analysis to determine the normality of statistical data. Then, the obtained data were analyzed using SPSS19 software and based on the results of Kolmogorov-Smirnov test with parametric test (Pearson correlation coefficient).

## Results

In this study, first descriptive analysis of findings and then inferential analysis of findings (research questions test) in the data description section, mean and standard deviation and in the inferential section, Spearman correlation coefficient test has been used.

**Table 1:** Demographic findings

Age			Degree of Education			Years of Service		
	Number	Percent		Number	Percent		Number	Percent
Less than 40 years	40	34.18	Post-diploma	3	2.5	Under 5 years	11	9.4
40-50 years	52	44.44	bachelor's degree	41	34.05	5-10 years	49	41.9
More 50 years	25	21.38	Master and Doctor	73	62.46	More 10 years	57	48.7
Total	117	100.0	Total	117	100.0	Total	117	100.0

In Table 1, the maximum sample consisted of 44.44% aged between 40-50 years and the minimum sample consisted of 21.38% were over 50 years old. Among the graduate sample with a frequency of 67, i.e. 57.2%, the highest statistical sample and diploma and sub-diploma with a frequency of 3, i.e. 2.5%, the lowest statistical sample of education level and in this study, under 5 years with a frequency of 11, i.e.

9.4% have the lowest and more than 10 years with a frequency of 57, i.e. 48.7% have the most service history.

## Descriptive findings

The data in Table 2 show the statistical indicators related to the components of talent management.

**Table 2:** Statistical indicators related to talent management components

	Abundance	MIN	Max	Media	S.D
Talent capture system	117	1.89	4.22	2.9307	0.45806
Talent Assessment and Discovery System	117	1.40	4.22	2.8667	0.61139
Talent development and training system	117	1.50	3.75	2.7596	0.46861
Talent retention system	117	1.50	4.00	2.7707	0.53055

Table 2 shows the statistical indicators including frequency, average, minimum and maximum as well as standard deviation of talent management components. As can be seen, the average component of the talent absorption system is 2.9307, the average component of the talent assessment

and discovery system is 2.8667, the average component of the talent development and training system is 2.7596 and the average component of the talent retention system is 2.7707.

The data in Table 3 show the statistical indicators related to the components of knowledge sharing.

**Table 3:** Statistical indicators related to knowledge sharing

	Abundance	MIN	Max	Media	S.D
Explicit sharing	117	1.60	4.40	3.0581	0.55402
Hidden sharing	117	1.69	4.00	2.8154	0.49630
Strategic sharing	117	1.33	4.51	2.9501	0.68034

Table 3 shows the statistical indicators including frequency, mean, minimum and maximum as well as standard deviation of knowledge sharing components. As can be seen, the average of the explicit sharing component is 3.0581, the

average of the hidden sharing component is 2.8154 and the average of the strategic sharing component is 2.9501.

## Hypotheses

**Table 4:** Correlation matrix of the relationship between talent management and knowledge sharing and its components

Knowledge sharing of the Physical education teachers of Fardis city				
Test result	Number	Significance level	Correlation coefficient	
Reject H0	117	0.000	0.664	Talent management
Sharing the obvious knowledge of the Physical education teachers of Fardis city				
Test result	Number	Significance level	Correlation coefficient	
Reject H0	117	0.002	0.445	Talent management
Sharing the hidden knowledge of the Physical education teachers of Fardis city				
Test result	Number	Significance level	Correlation coefficient	
Reject H0	117	0.000	0.607	Talent management
Sharing the hidden knowledge of the Physical education teachers of Fardis city				
Test result	Number	Significance level	Correlation coefficient	
Reject H0	117	0.001	0.530	Talent management

To investigate the relationship between talent management variable and knowledge sharing and its components including open knowledge sharing, hidden knowledge sharing and strategic knowledge sharing among physical education teachers in Fardis city, Pearson correlation statistical method was used. The results obtained from the study of research hypotheses are given in Table 4. The study of correlation coefficients by Pearson method shows a positive and significant relationship between talent management and knowledge sharing and its components. Therefore, the null hypothesis that the variables are independent is rejected and the research hypothesis (H1) is confirmed and we conclude that there is a positive and significant relationship between talent management with knowledge sharing and its components including explicit knowledge sharing, hidden knowledge sharing and strategic knowledge sharing of staff and faculty members of Islamic Azad University, Parsabad Branch.

## Discussion and Conclusion

Knowledge sharing among employees is a key component to achieving a sustainable competitive advantage in scientific centers, especially in organizations with growing science and student education. The sharing of effective knowledge among employees can significantly affect the time, cost and quality of research and development activities in such organizations. This assurance is also achieved by simultaneously employing talent management and knowledge sharing in these organizations that each employee, with special talents and abilities, are in the right job and they can share their information and learning related to the organization and its development among themselves and make every effort to develop the goals of the organization. On the other hand, talent management in the organization as a management tool empowers managers and employees and expands flexibility in them. The importance of sharing and creating new knowledge is very important in organizations and institutions, and this knowledge sharing has been very useful not only in scientific and technical fields, but also in the field of human resources. The importance of sharing and creating new knowledge is very important in organizations and institutions, and this knowledge sharing has been very useful not only in scientific and technical fields, but also in the field of human resources. They all work for the development and progress of the organization. The manager of an organization can,

through the familiarity of each employee with the sharing of explicit knowledge, direct them to explicitly transfer the specific information that a group of employees have to perform specific tasks to another group of employees who perform the same task. The manager of the organization can distribute the knowledge in the organization among the employees through the connection between responsibility and sharing the hidden knowledge. Ideally, one should be aware of the purpose of the shared knowledge, and its application, as well as the information needs and gaps of the knowledge recipient. This indicates that not all employees need to share their knowledge, as their knowledge may not be used or reused. In other words, knowledge sharing will be useful when all employees need it in their work or at least apply the knowledge they receive. Therefore, in such cases, talent management is indexed in the organization and senior managers and officials of the organization should make every effort in such sensitive situations. Strategic knowledge sharing There is both tacit and explicit knowledge, and it is suitable for solutions that are non-repetitive and at a high level of the organization. On the other hand, personal knowledge will be available to the organization when employees are willing to share it. Knowledge sharing is a behavior beyond the real role of employees in the organization. Thus, convincing people to share their knowledge and experiences is not an easy task. The organization should try to identify talent and the factors that affect knowledge sharing through managerial development and try to strengthen incentives and remove barriers to knowledge sharing. And so to create such an event and program, the organization must plan its goals at the beginning of the year in short-term and long-term plans. To get the team to take on a strategic plan or responsibility for something that rarely happens, and to use the experience of others within the organization who have done similar work.

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