

## An optimal model for elitism and relevant factors affecting organizational effectiveness

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### Abstract

**Background:** organizational effectiveness and elitism contribute to organizational efficiency, this can increase job satisfaction and income level. This study aimed to find an optimal model for elitism and relevant factors affecting organizational effectiveness.

**Method:** This research was applied in terms of objective and was survey research in terms of method. The statistical population comprised all employees working in National Iranian Copper Industries Co. (N=9200). The sample size (n=369) was calculated using the Cochran formula and selected through stratified random sampling. The data were collected through factors related to elitism and organizational effectiveness. Data analysis was done using Structural Equation Modeling (SEM) based on path analysis through LISREL 8.8.

**Results:** major relationship exist between human resource management (0.54), individual (0.66), procedural (0.60), communicational (0.83), organizational (0.97), environmental factors (0.46), and organizational effectiveness. There was a direct correlation between the variables mentioned above.

**Conclusion:** There was a significant relationship among the factors related to elitism and the organizational effectiveness of National Iranian Copper Industries Co.

**Keywords:** Efficiency Organizational; Organization and Administration; Workforce.

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### Introduction

Elitism is one of the factors with a significant effect on organization efficiency. Today's organizations face many challenges, including globalization, cultural diversity, changing values and needs of employees and customers, improvement of efficiency and effectiveness, as well as international financial crises. The challenges have revealed the impact of skills and proficiencies based on the theoretical perception of changes (1).

Elitism is a cluster of knowledge, skills, attitudes, and abilities that are affected by the job and are measured based on accepted

standards concerning professional performance and elitism planning regarding organizational effectiveness. Elitism is improved through education and experience, leading to service excellence and helping people to succeed in their jobs and achieve optimal organizational results. It is believed that elitism for organizational effectiveness directly relates to future, organizational development, and replacement planning (2).

The development of the elitism planning model for organizational effectiveness contributes to a better recruitment process, improved performance management,

identifying educational needs and promotion of employees, integrating of culture and business units, and bringing clear expectations for personal and organizational achievement (3). Nowadays, the lack of human talents in the current world has led to many challenges for the human capital market. Elitism for organizational effectiveness is indeed a means that meets the need of organizations for employees in the future (4).

The most common challenge that Iranian public organizations encounter is ignorance of elitism for organizational effectiveness at high levels, organizations do not pay sufficient attention to elitism for effectiveness in their appointments and promotions so some factors affect the selection, appointment, and promotion of governmental employees. Under such circumstances, the knowledge level of individuals is not taken as an effective factor (5). Accordingly, dependence on a specific class or group is one of the informal competency conditions for jobs, so many professionals cannot work in specialized positions. The mentioned case, in turn, harms society and organizations since eligible individuals do not trust the organization and top managers who do not appoint them to promotions. Therefore, the professional may experience job burnout that destroys organizations and the quality of the administrative system (6). Accordingly, the purpose of the present study was to determine the factors related to elitism regarding organizational effectiveness to provide an optimal model.

**Method**

This study was conducted in alignment with objective and descriptive research, correlation with nature, and a survey study

$$n = \frac{\frac{Z^2_{1-\frac{\alpha}{2}} \times p \times q}{d^2}}{1 + \left[ \frac{1}{N} \left( \frac{Z^2_{1-\frac{\alpha}{2}} \times p \times q}{d^2} - 1 \right) \right]} \Rightarrow n = \frac{(1/96)^2 \times \frac{(0/5 \times 0/5)}{(0/05)^2}}{1 + \frac{1}{9200} (1/96)^2 \times \frac{(0/5 \times 0/5)}{(0/05)^2} - 1} \cong 369$$

as a method. The statistical population comprised all staff with education degrees of BA and above working in National Iranian Copper Industries Co. (N=9200). The sample size was calculated (n=369) using the Cochran formula. Iranian Copper Industries Co. includes three manufacturing complexes in which stratified random sampling was done. The specifications of these complexes have been described herein: Sarcheshmeh Copper Complex with a statistical population (N) of 5900 and sample size (n) of 200, Shahr-e Babak Copper Complex (N=2700, n=90), Sungun Copper Complex (N=500, n=50), Tehran Headquarter (N=100, n=29). Overall, the statistical population and sample size of Iranian Copper Industries Co. equaled 9200 and 369, respectively.

Two forms of questionnaires were designed to gather data according to the literature review that was mentioned in the conceptual model. The questionnaire on a factor related to elitism in Iranian Copper Industries Co. covered six dimensions, including human resource management, individual, procedural, communicational, organizational, and environmental factors (57 items). The effectiveness questionnaire included four dimensions of innovation = adaptability, organizational commitment = goal attainment, job satisfaction = unity, organizational health (morale) = maintenance of models (33 items). The items were adjusted based on a five-point scale from very high to very low. The face and content validity of questionnaires was validated by fifteen experts. The Content Validity Ratio (CVR) method was employed in assessing the content validity of the instruments:

included four dimensions of innovation = adaptability, organizational commitment = goal attainment, job satisfaction = unity, organizational health (morale) = maintenance of models (33 items). The items were adjusted based on a five-point scale from very high to very low. The face and content validity of questionnaires was validated by fifteen experts. The Content Validity Ratio (CVR) method was employed in assessing the content validity of the instruments:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

here  $N$  shows the total number of expert respondents,  $n_e$  indicates the number of experts who confirmed the item in question. CVR rate can be measured for all indicators and factors. The closer the CVR to one, the

more respondent confirm the item. In this research, the validity of questionnaires on factors related to elitism and organizational effectiveness was approved by experts and university professors. The validity rate of elitism factors and organizational effectiveness questionnaires equaled 0.949 and 0.938, respectively. Reliability calculations of elitism factors and organizational effectiveness questionnaires equaled 99.1% and 94.6%, respectively. The obtained reliability values were acceptable since they were greater than 0.7. The path analysis-based SEM was used for data analysis through LISREL software.

*Conceptual Model*

The conceptual model was illustrated in Figure 1 based on the literature review and research background:

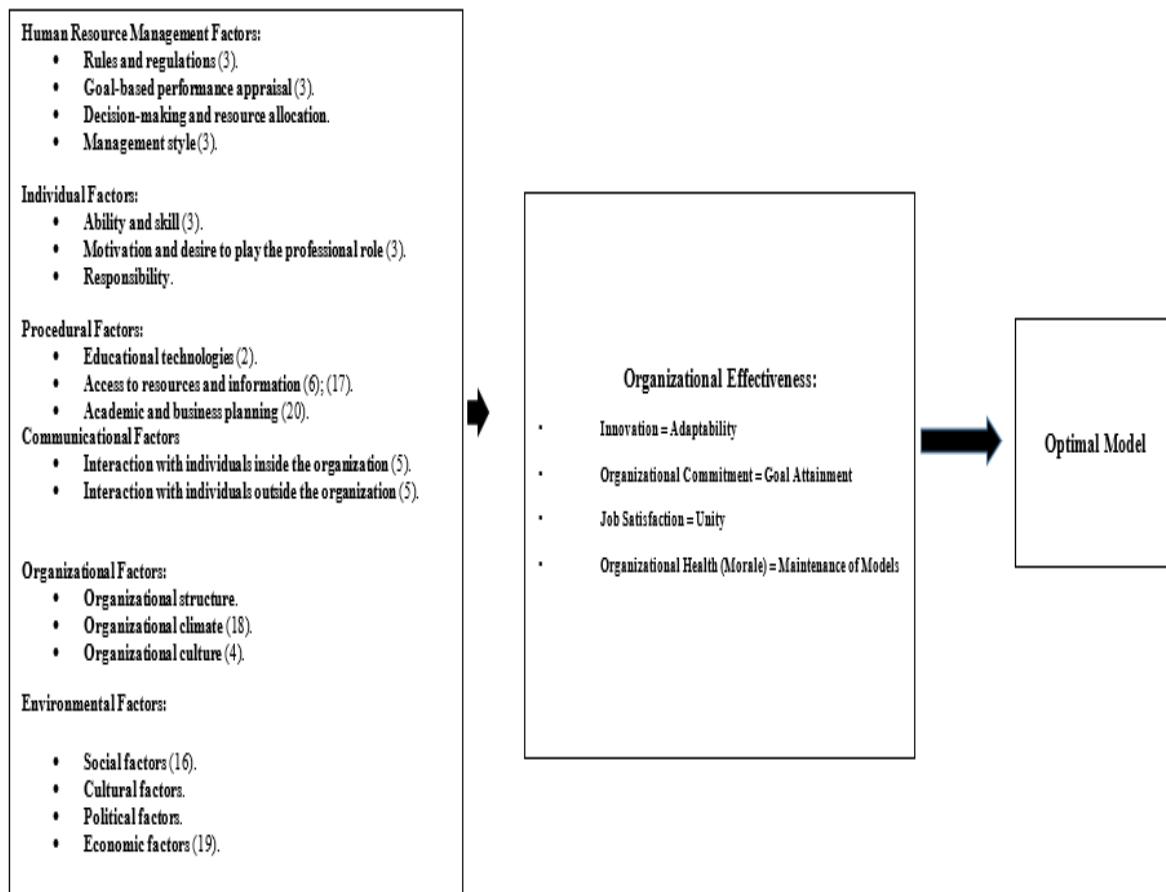


Figure 1. Conceptual Model

**Results**

Demographic data of Table 1 showed that, in terms of gender, men with the highest frequency of 314, in the age group, the highest number of respondents in the age group of 30 to 40 years, 178, and in terms of marriage, the highest frequency of single people. With 310 students in the degree group, the highest group in the bachelor's degree category was 193.

According to Figure 2 and Figure 3, the degree of relationship between elitism factors and organizational effectiveness equaled 0.59, indicating a strong, optimal, and direct correlation. The t-value equaled 6.52, which was more than the critical t-value at an error level of five percent (1.96), and showed a significant correlation.

According to Table 2, the goodness of the proposed model is shown using LISREL software. Root Mean Squared Error

(RMSE), Normalized Chi-squared (CMIN/DF), and Goodness of Fit Index (GFI) equaled 0.036, 2.220, and 0.93, respectively.

Table 1. Demographic information of research participants

Variable	Subgroup	Ferequency	Percent
Sex	Male	314	85%
	Female	55	15%
Age	Below30years	30	8%
	30-40Years	178	48%
	40-50Years	140	38%
	Above of50 years	21	6%
Marriage	Single	310	84%
	Married	59	16%
Education	Associate Degree	31	8.4%
	Bachelor	96	26%
	Masters	193	52%
	Ph.D	36	10%
	Expert	7	2%
	Speciality	6	1.6%

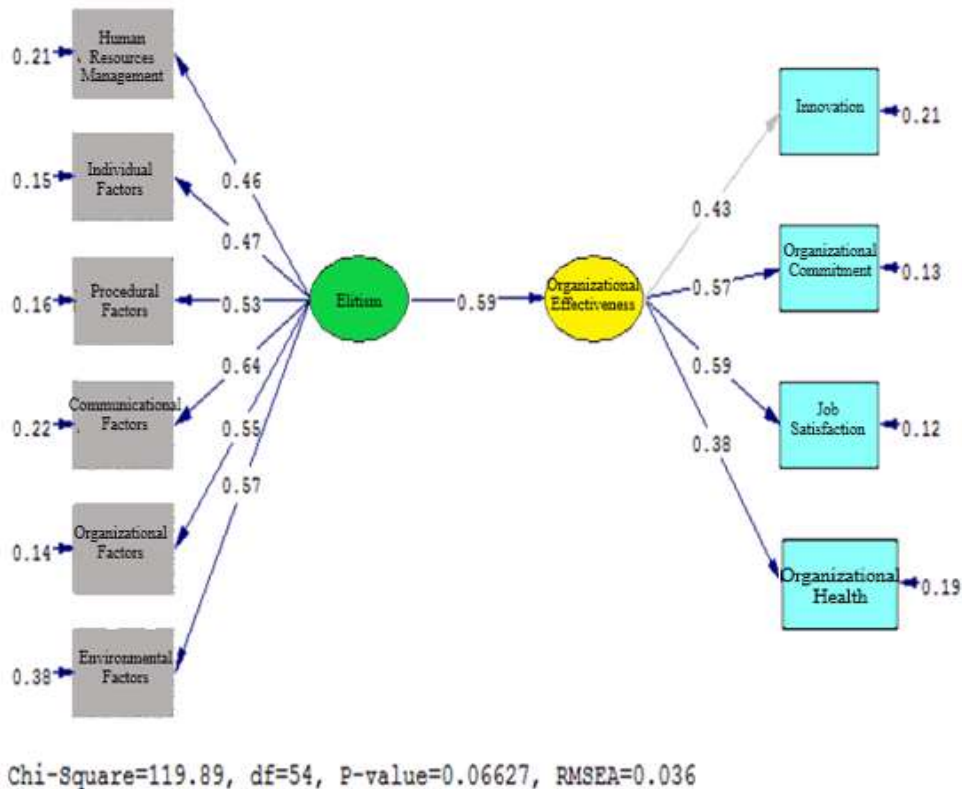


Figure 2. Final model results of the relationship between main variables.

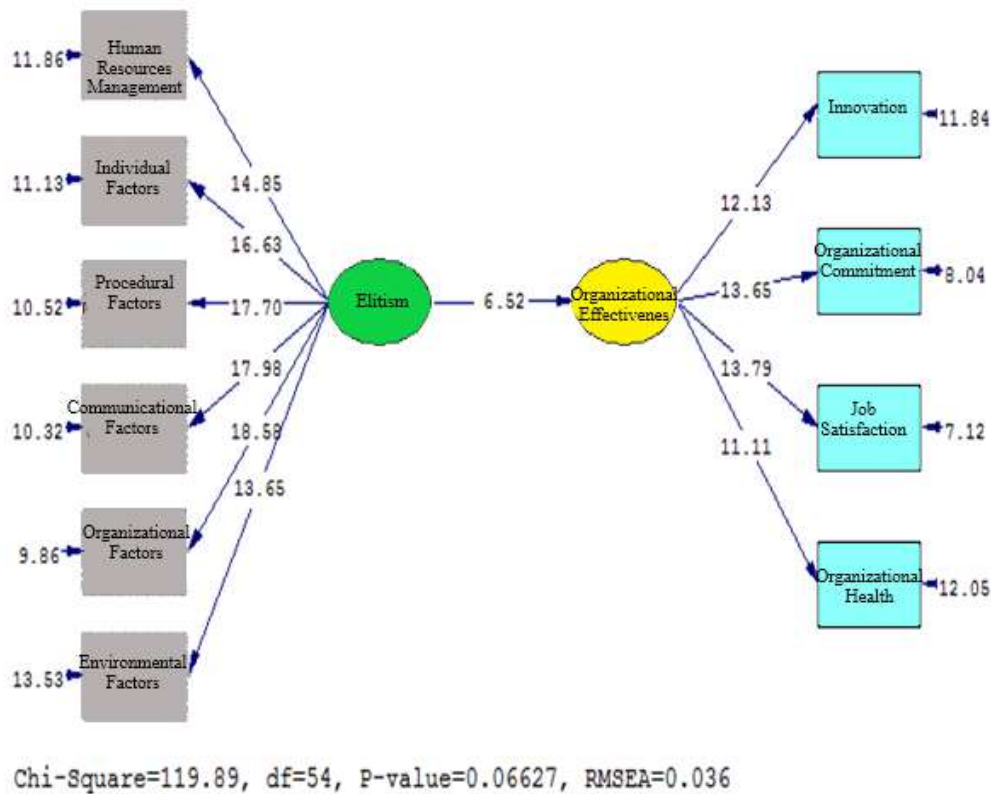


Figure 3. T-value of Results of the final model of the association between main variables

Figure 4 and Figure 5 have examined the relationship between elitism factors and organizational effectiveness.

*1. The relationship between human resource management and organizational effectiveness*

The degree of relationship between human resource management and organizational effectiveness was 0.54, which showed a strong, optimal, and direct correlation between these variables. The 5.33 t-value was greater than the critical t-value at an error level of 5% (1.96) which means there

is a significant relation between HRM and organizational effectiveness.

*2. The relationship between individual factors and organizational effectiveness*

The degree of association among individual factors and organizational effectiveness was 0.66, which showed a strong, optimal, and direct correlation between these variables. The t-value of 6.98 was greater compare to critical t-value (error level of 5%, (1.96)), showing the significant association between individual factors and organizational effectiveness.

Table 2. Main model fit indicators.

Index	Reported value	Acceptable value
Root Mean Squared Error (RMSE)	0.036	≤1
Normalized Chi-squared (CMIN/DF)	2.220	≤3
The goodness of Fit Index (GFI)	0.93	≥0.9
Adjusted Goodness-of-Fit Index (AGFI)	0.94	≥0.9
Comparative Fit Index (CFI)	0.92	≥0.9
Normed Fit Index (NFI)	0.94	≥0.9
Tucker–Lewis index (TLI)	0.93	≥0.9
Incremental Fit Index (IFI)	0.93	≥0.9

3. The relationship between procedural factors and organizational effectiveness

The degree of relationship between procedural factors and organizational effectiveness equaled 0.60, which showed a strong, optimal, and direct correlation between these variables. The t-value of 6.09 was greater compare to the critical t-value (error level of 5% (1.96)), showing the significant association between procedural factors and organizational effectiveness.

4. The relationship between communicational factors and organizational effectiveness

The degree of relationship between communicational factors and organizational effectiveness equaled 0.83, which showed a strong, optimal, and direct correlation between these variables. The t-value of 8.39 was greater than the critical t-value (error level of 5%, (1.96)), showing the significant relationship between communicational factors and organizational effectiveness.

5. The relationship between organizational factors and organizational effectiveness

The degree of relationship between organizational factors and organizational effectiveness equaled 0.97, which showed a strong, optimal, and direct correlation between these variables. The t-value of 10.66 was more than the critical t-value (error level of 5%, (1.96)), showing the significant association between organizational factors and organizational effectiveness.

6. The relationship between environmental factors and organizational effectiveness

The degree of relationship between environmental factors and organizational effectiveness equaled 0.46, which showed a strong, optimal, and direct correlation between these variables. The t-value of 4.64 was greater than the critical t-value (error level of 5%, (1.96)), indicating the significant correlation between environmental factors and organizational effectiveness.

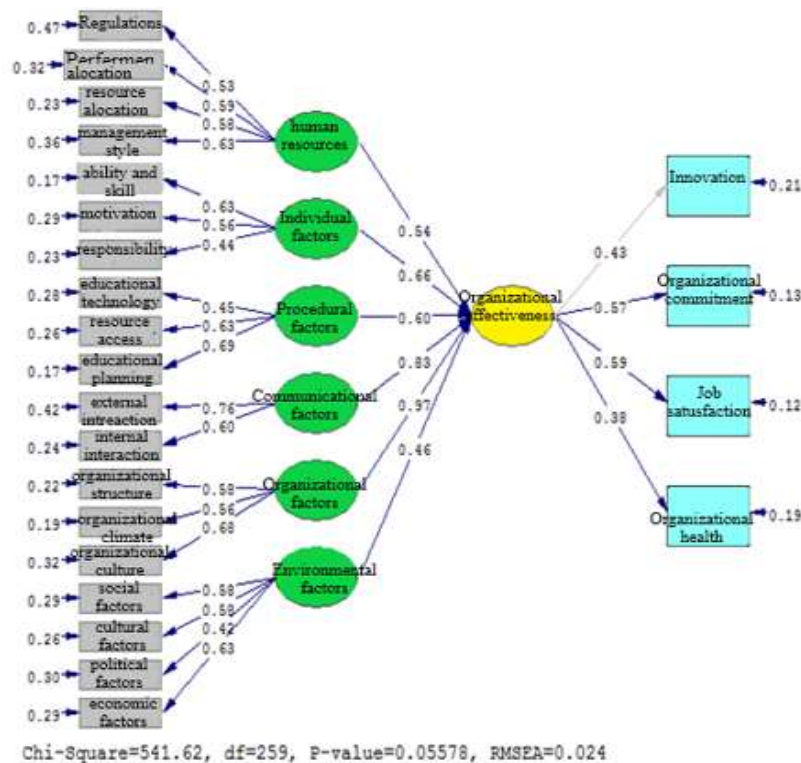


Figure 4. Findings of the concluded model of the relationship among elitism factors and organizational effectiveness

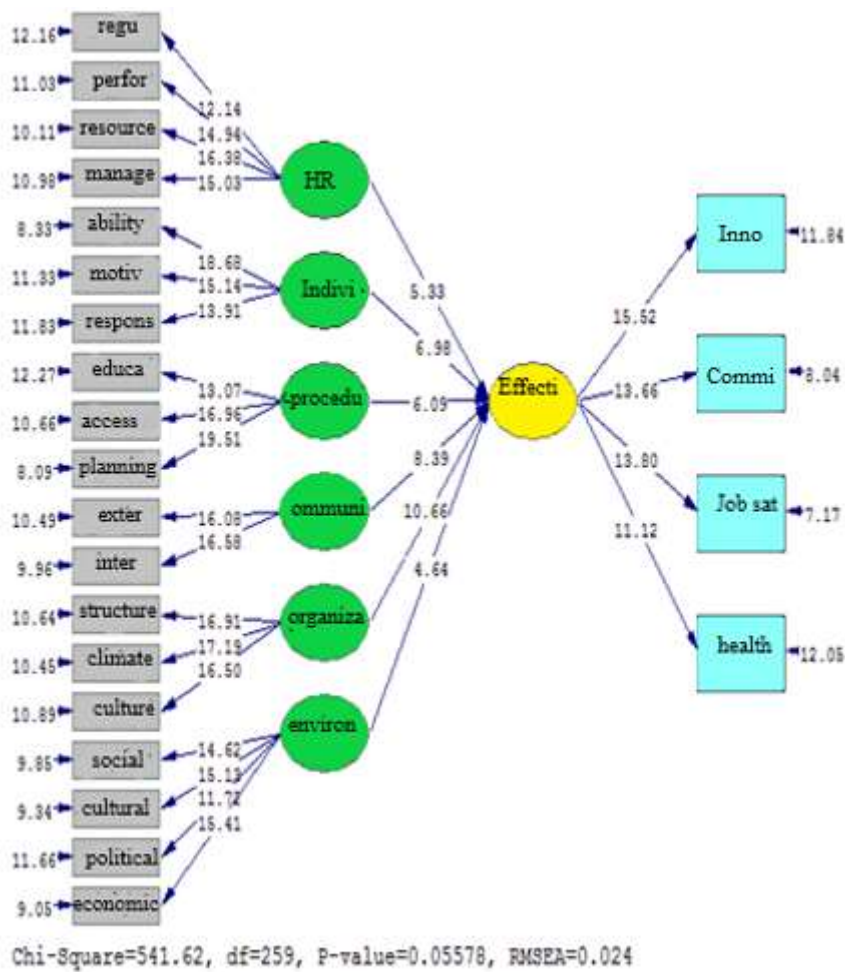


Figure 5. T-value of findings of the concluded model of the relationship among elitism factors and organizational effectiveness

According to Table 3, the goodness of the suggested model was confirmed using the LISREL software. Root Mean Squared Error (RMSE), Normalized Chi-squared (CMIN/DF), and Goodness of Fit Index (GFI) equaled 0.024, 2.091, and 0.94, respectively.

**Discussion**

According to the results, there was an optimal and strong correlation between

elitism and organizational effectiveness in Iranian Copper Industries Co.

The degree of association that exist among human resource management and organizational effectiveness was 0.54, which showed a strong, optimal, and direct correlation between these variables. The t-value of 5.33 was more than the critical t-value at an error level of 5% (1.96),

Table 3. Fit indicators of the main model

Index	Reported value	Acceptable value
Root Mean Squared Error (RMSE)	0.024	≤1
Normalized Chi-squared (CMIN/DF)	2.091	≤3
The goodness of Fit Index (GFI)	0.96	≥0.9
Adjusted Goodness-of-Fit Index (AGFI)	0.97	≥0.9
Comparative Fit Index (CFI)	0.96	≥0.9
Normed Fit Index (NFI)	0.98	≥0.9
Tucker–Lewis index (TLI)	0.95	≥0.9
Incremental Fit Index (IFI)	0.98	≥0.9

showing the significant relationship between HRM and organizational effectiveness. These results were in alignment with the results of Amin et al. (7). Elitism and appointment of employees to organizational positions based on their competencies and capabilities are factors encouraging individuals in organizations, especially in public organizations, to increase organization productivity and goal attainment. All organizations concentrate on human resource quality to keep, maintain, attract customers, and improve organizational performance. The competitive advantage of human resources in services is indeed a major source in organizations. Such advantage can be achieved by organizational elites and optimal human resources to reach organizational effectiveness.

The degree of relationship between individual factors and organizational effectiveness equaled 0.66, which showed a strong, optimal, and direct correlation between these variables. The t-value of 6.98 was greater than the critical t-value at an error level of 5% (1.96), indicating the significant correlation between individual factors and organizational effectiveness. This finding was in line with results obtained by Mactaggart (8) and Sandra (9). It is the most important HRM process to choose capable and elite employees that affect the effectiveness of organizations, in particular the manufacturing organizations. Hence, all organizations tend to attract, retain, and promote the best staff to do their future activities, and pave the way for the actualization of predefined goals and strategies. Hence, organizations try to use logical procedures within the appointment and selection process to employ elites and professionals and ensure their organizational planning. Hence, great attention must be paid to individual factors of members to achieve higher organizational effectiveness.

The degree of relationship between procedural factors and organizational

effectiveness equaled 0.60, which showed a strong, optimal, and direct correlation between these variables. The t-value of 6.09 was more than the critical t-value at an error level of 5% (1.96), showing the significant relationship between procedural factors and organizational effectiveness. This finding was matched with results obtained by Varghese F, Jana. Human resource strategy is the fundamental base for the improvement of organizational performance that contributes to the higher effectiveness and efficiency of human resource management and development actions. Hence, elitism, succession, and talent management are highly important cases in organizations because the outcome of a manufacturing organization is used to develop the effectiveness of other organizations. Although the case of trade and industrial competition is not the case in manufacturing organizations, there is competition between them to attract and retain elite managers and employees and train their skills. Moreover, the exclusion of employees in different positions caused by retirement, resignation, job promotion, or death is an inevitable issue in organizations. Hence, organizations must fill the gap based on systematic and planned strategies to overcome relevant challenges. Therefore, elitism must be at the center of attention at all organizational levels (10).

The degree of relationship between communicational factors and organizational effectiveness equaled 0.83, which showed a strong, optimal, and direct correlation between these variables. A t-value of 8.39 is greater than the critical t-value at the 5% error level (1.96), indicating a significant correlation between communication factors and organizational effectiveness. This finding was in line with results obtained by Amin et al., (7) and Deci (11). If human resources are taken into account, the competitive advantage of the organization and human resource costs are considered investments; the organization prefers to employ high-quality employees and elites. Such appointment is performed



because elites help organizations to plan, direct, and control affairs. They guarantee organization success by providing effective, unique, and shortcut strategies and minimizing costs. Elites are precious capacities for organizations due to their intelligence, creativity, capability, and high skill. Hence, manufacturing organizations (e.g., Iranian Copper Industries Co.) should build this capacity and employ the academic potential of elites. To achieve a competitive advantage, organizations must improve their intra- and extra-organizational communication to use the knowledge and capacity of organizational elites and employees and achieve higher effectiveness.

The degree of relationship between organizational factors and organizational effectiveness equaled 0.97, which showed a strong, optimal, and direct correlation between these variables. The t-value of 10.66 was greater than the critical t-value at an error level of 5% (1.96), indicating the significant correlation between organizational factors and organizational effectiveness, which was matched with the findings of Johnson & Diana (12) and Baruch (13). Brilliant and superior talents that are potential elites can become committed elites if they are identified and supported. Brilliant talents and elites are intellectual and social capitals of society that play a vital role in developing science generation, promoting scientific achievements, and linking the growing society prosperity to the target point, which is the achievement of goals defined in Perspective 2025 by the Islamic Republic of Iran. Administrative and organizational institutions must develop elitism, organizational factors, and talents to achieve higher effectiveness.

The degree of relationship between environmental factors and organizational effectiveness equaled 0.46, which showed a strong, optimal, and direct correlation between these variables. The t-value of 4.64 was greater than the critical t-value at an

error level of 5% (1.96), indicating the significant correlation between environmental factors and organizational effectiveness, which was consistent with results obtained by Aguinis (14) and Draganidis & Mentzas (15). Because not all elites have the same talent, it is necessary to identify and train these talents and improve their capacities and capabilities. It is important to assess the need for current and future potential and actual elites through research and planning. If the intellectual, cultural, scientific, educational, and research needs of elites are not identified and met, social capital will be destroyed. Cultural factors and elitism-based culturalization are the most effective factors in human resource and social capital development. In this lieu, it is important to attract, employ, and promote elites to develop organizational strategies and achieve effectiveness.

Regarding the scarcity of talents, many experts believe that organizations must implement an elitism system for their organizational effectiveness to identify and promote their key employees. Elitism planning for organizational effectiveness must cover central positions of the organization. By training elite staff, organizations commit to nurturing their internal talents and making them feel they are growing, encouraging, and ensuring them that they are not interested in external candidates. In this case, there will be a high probability of finding skilled employees internally at the desired time. The important point that people must know is that top managers have achieved this position based on careful and far-sighted planning (16).

Hence, most successful organizations in the world consider the talent identification process and training elites in favor of organizational effectiveness as a vital activity for their success. These organizations choose to keep talented laborers and train potential elites as the main priority. It can be explained that elitism planning for organizational

effectiveness can serve as a factor in developing strategic potential in organizations (17). In general, appointments in Iranian public organizations are less made based on proficiency, elitism, and competency, so appointments are influenced by relationships, not rules and principles. Therefore, eligibility criteria used in services, promotions, and appointments are replaced with personal values, such as loyalty, friendship, relativeness, etc. Hence, the harmful consequences of this process are not deniable. In comparison, there is lower productivity and effectiveness rate of the administrative system in Iran which is a great challenge for development in this country (18).

On the other hand, the administrative transformation plan report introduced irregular appointments, services, and strategic potentials, as well as a lack of certain and comprehensive plans for recruitment as causes out of 12 roots for problems of the Iranian administrative system in terms of elitism and meritocracy (i.e., decent choice and meritocracy). Hence, this case must receive great attention as an administrative challenge in Iran (19). Another challenge in the public sector of Iran is the lack of attention to elitism plans for organizational effectiveness, as well as the absence of an efficient endogenous model. The strategic elitism topic for organizational effectiveness has been ignored in Iran, and the retired employees have not been replaced based on accurate and precise planning. The mentioned issues have led to many challenges in Iranian public organizations (20).

In the study of Noktehdan et al related to the present study, the results indicate that appointing employees and jobs for positions, determining the best staff of each office, finding the considered hob for each employee, skill, and proficiency required for the job, education level, technical skills, human skills, and perceptual skills as

important indicators for employing elites' skills that have a considerable effect on the development and positions in Ministry of Economic Affairs and Finance (21), and findings of Yunis et al .indicated a positive and significant relationship between elitism and the effectiveness of strategic capabilities in service and medical centers in Beirut (22).

### ***Recommendations***

The researcher suggests conducting research in the following areas, presenting a model for cultivating and selecting political elites in Iran. Designing a model of factors related to the participation of elites in the development of the Iranian model of progress. Designing an elite development model based on the creativity and innovation of employees to develop strategic approaches. Designing a model of organizational values based on innovation performance by explaining the role of knowledge sharing. Designing a model of individual initiative and skill diversity on employee creativity, with the role of moderating effectiveness.

### ***Conclusion***

In this research, factors related to elitism (i.e., human resource management, individual, procedural, communicational, and environmental factors) were considered as predictors, while effectiveness (including innovation=adaptability, organizational commitment=goal attainment, job satisfaction=unity, organizational health (morale) =maintenance of models) were taken into account the criterion variables. The variables mentioned above were evaluated, results showed their optimal status because there was a significant relationship between them. Hence, these variables were satisfying in Iranian Copper Industries Co. Therefore, the elite human resource community is a factor affecting the development and prosperity of a society. As an inevitable case, the way should be paved in Islamic society for the development of

thought, intellect, and elitism. The comprehensive development of the country is linked to the presence of elites in different scientific, cultural, political, and social fields. Therefore, elites play a vital role in social change and leadership, so many social-political movements depend on the elites' will, beliefs, and orientations, which, in turn, affect the holistic development of administrative sectors and evolved effectiveness of organizations.

#### **Author's contribution**

Moein Mahale Khaloee and Amin Nikpour developed the study concept and design. Sanjar Salajegheh acquired the data. Moein Mahale Khaloee and Amin Nikpour analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

#### **Informed consent**

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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#### **Conflict of interest**

The authors declare that they have no conflict of interests.

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