



To cite this document: Ghamari, A., Zeinabadi, H., Arasteh, H., & Behrangi, M. (2018). Organizational Productivity with the Maintenance of Human Resources Talents: Providing a Model (A Study on National Iranian Gas Company). *Urban Economics and Management*, 6(3(23)), 145-162.

www.iueam.ir

Indexed in: ISC, EconLit, Econbiz, SID, EZB, GateWay-Bayern, RICEST, Magiran, Civilica, Google Scholar, Noormags, Ensani
ISSN: 2345-2870

Organizational Productivity with the Maintenance of Human Resources Talents: Providing a Model (A Study on National Iranian Gas Company)

Azadeh Ghamari*

Ph.D. Student of Educational Administration, Faculty of Management, Kharazmi University, Tehran, Iran

Hassanreza Zeinabadi

Associate Professor, Department of Educational Administration, Faculty of Management, Kharazmi University, Tehran, Iran

Hamidreza Arasteh

Professor, Department of Educational Administration, Faculty of Management, Kharazmi University, Tehran, Iran

Mohammadreza Behrangi

Professor, Department of Educational Administration, Faculty of Management, Kharazmi University, Tehran, Iran

Received: 2018/04/16 Accepted: 2018/07/06

Abstract: Targeted maintaining and keeping employees is a cost-effective effort that leads to organizational productivity. In this regard, the present study uses a qualitative method to deal with the mechanisms of maintaining human resource talents at National Iranian Gas Company (NIGC). For this purpose, purposefully and snowball semi-structured deep interviews were conducted with 10 senior managers, deputies, experts of NIGC, and 6 faculty members. Interpretative analysis was used to analyze the data from the interviews. The validity of the findings of the qualitative section was verified through review by members (interviewees) and multi-sensory data sources. Test-retest reliability method was used to test the reliability or compatibility of the encodings. The results indicated that, according to the senior managers, experts and talents of NIGC, the mechanisms of human resource talents maintenance at NIGC include nine components; performance-based payment, providing self-actualization needs, providing material needs, merit-based reward system, delegation of authority, special service compensation system, the quality and desirability of working life, clear career path, and job security.

Keywords: Model, Human Resource Maintenance, National Iranian Gas Company, Organizational Productivity

JEL Classification: C31, H32, P42, D24

* Corresponding author: azadehghamari@yahoo.com

1- Introduction

In the new era of global competition, different markets, and rapid technological advances, need to flexible and talented workforce become more and more necessary (Nikandrou et al., 2009). Benefiting from organizational talent is a necessary condition for the success of organizations, but not enough; appropriate strategies and action initiatives are needed to better utilize these talents and maintain them for the long term (Shanbhag et al., 2016). New economic theories, emphasizing knowledge-based economics, consider the most successful economy in the future economics to generate and distribute knowledge and use it commercially. The main source of knowledge production is the human resources of the organization or the knowledge workers, which increases productivity (Asongu, 2017).

Although hiring well-informed and intelligent employees is important, but maintenance is more important. Studies show that a significant percentage of companies and organizations fail to maintain their talents. It can be said that at the moment the main problem for organizations is that the demand for talent exceeds its supply, and organizations realize that in order to improve their competencies, they should think about identifying, developing and maintaining competent people. Vural et al., (2012) argue that Organizations are not as successful in identifying, attracting, developing, and maintaining their employees, and this reflects the lack of attention to talent management processes in the organization (Garavan et al., 2012).

National Iranian Gas Company (NIGC) has more than 50 subsidiaries, which itself indicates the extent and importance

of the company in refining and distributing gas in the country. The main energy policy of the country has been formed based on increasing utilization of natural gas resources and increasing the share of gas in the basket of energy carriers through the development of production capacity, the development of transmission and gas transmission networks, and the promotion of Iran's position in exporting gas to international markets. In addition to domestic activities and fuel supplies, industries, power plants and domestic / commercial sectors, NIGC, as one of the most prestigious companies in the field of gas industry in the world has a large scale internationalization and extensive planning to provide a major part of the currency needed by the country through exports and also investments to grow this industry. NIGC controls the production, distribution of gas, which expresses the extent and importance of the company in the production, transmission and distribution of gas in the country. NIGC, in order to carry out its mission successfully i.e. the country's gas production, transmission and distribution, will undoubtedly require the valuable human forces that have high performance and are committed to the success and realization of organizational goals.

In this regard, NIGC should seek to define mechanisms for the development and maintenance of their talents. Because today, preventing the migration of talent is one of the most problematic issues for organizations, and with the loss or retirement of managers and professionals and, consequently, a severe shortage of talent, organizations will face many problems. It can be said that the maintenance of a capable human resource is one of the important concerns of today's organizations. Organizations that cannot design suitable

mechanisms and tools for the survival of their talents must inevitably have to leave them out (Tahmasbi, 2012).

In this regard, the present study aims to provide a model for keeping staffing talent at NIGC. To answer this question, the following questions have been addressed:

- What are the mechanisms for maintaining manpower talents at the National Iranian Gas Company?

- What is the model of manpower talent maintenance at National Iranian Gas Company?

2- Literature Review

a) Foreign Researches

Bhatnagar (2007) in a research entitled “talent management strategy of employee engagement” argue that challenging work factors are job learning, collaborating with prominent individuals and organizations, fair and performance-based payment, and senior management support of talent retention strategies in organizations.

Sleiderink (2012) in a research entitled “Talent management in health care” acknowledge that talent retaining factors are divided into internal and external factors, internal factors including job independence, developmental opportunities, job satisfaction, and rewards. External factors include appropriate relationships with colleagues, working conditions, job security, promotion opportunities, and appropriate rights.

Sharer et al., (2016) in a research entitled “recruitment and maintenance talents in third millennium organizations” argue that there are several ways for talent maintenance, such as support and balance between work and life, successful socialization of employees, paying attention to the health and maintaining the staff’s freshness and happiness, providing formal and

informal bonds at work and giving study opportunities, and attending international assemblies.

b) Iranian Researches

Mirsepasi et al., (2010) in “Pathology of Elite Absorption and Maintenance Plan (Case Study: NIGC)” did a research aiming to investigate the plan of absorption and maintenance of the elite human resources and the rate of success of this plan in executive agencies. In this research, it has been tried to investigate the design in four dimensions (creation, input, implementation and output process) in one of the major companies implementing the survey.

The results showed that the philosophy of the project is consistent with the goals of the organization and are in line with each other. The criteria and methods for identifying and selecting these individuals have not been sufficient and need to be reviewed and there are problems and shortcomings in the design process. In addition, the pathology of this project suggests that job satisfaction and organizational commitment of selected individuals are also less than average. Investigating the incentives for attracting, leaving and serving the privileged individuals, revealed that NIGC, due to its good organizational reputation and the creation of a job security environment, has a high potential for attracting elite and privileged individuals. Only in the discussion of keeping talented and creative forces within the organization requires such plans. In fact, one of the main disadvantages of this project was that it failed to provide effective programs in the maintenance and motivation category for the privileged graduates of universities, but by giving special privileges to the privileges at the time of arrival, it has become antagonistic

to the organization and has been a source of disappointment with the experienced human capital.

Tahmasbi et al., (2012) in a research entitled “Talent Management: Identifying and Ranking Factors Affecting the Attraction and Maintenance of Talents” did an applied research with descriptive method at University of Tehran and argued that accordingly, the factors of the climate of research, working conditions, brand and reputation, professional development and occupation, values and culture, the educational environment and physical environment affect the attraction of talents at University of Tehran.

Mohammadi & Poorkiyani (2014) did a research entitled “The Impact of the General Policies of the Administrative System in the Field of Human Resources on the Maintenance of Knowledgeable Personnel” and argued that the implementation of general policies of the human resource system in the field of higher education is not in a desirable situation, and the implementation of these policies will have a positive effect on the maintenance of knowledge-based staff. They stated that there is a significant relationship between equity, Islamic-based moral worth, spiritual growth of human resources and justice in the payment system, service compensation and survivability of knowledgeable employees.

Shateri et al., (2015) did a research entitled “Effective Factors on Maintenance of Talents and Organizational Elites of the Iranian Electricity Industry in pursuit of the Common Policies of Science and Technology.” In Article 2-7, the “science and technology” general policies emphasize the maintenance of human capital, an issue that today is the concern of many organizations. For this purpose, the

present study uses qualitative research approach to study the factors affecting the maintenance of elites and organizational talents in Iran’s power industry. In this regard, there were depth interviews with 19 university experts, directors and deputies of human resources and elites, and talents of the power industry. The data were analyzed using the thematic analysis method and the validity of the research findings was verified by the members’ survey methods, multiplicity of data sources and analysis of negative cases. In addition, in order to measure the reliability of coding, re-test reliability and intra-subject agreement were used. After reviewing and organizing the texts of the interviews, the researcher identified the codes or concepts, and the same codes were then placed on specific categories. Then, for each of these classes, the titles representing the entire code of that class were selected and as a result, the main categories affecting the maintenance of the elites in the Iranian electricity industry were identified as organizational factors, job agents and maintenance mechanisms. In this regard, the mechanisms for maintaining the talents of Iran’s power industry were to meet the high-level (spiritual) needs, performance-based payments, benefits, provision of low-level (material) needs and pay-based capabilities and competencies.

3- Theoretical Background

Talents are different with knowledge workers. Not all knowledge workers are talent. In other words, being talented is something beyond the power of knowledge. Organizations need both talent and knowledge workers to succeed. Talented break rules and they regulate laws for themselves while knowledge workers

deal with the rules considerately. Talented create whereas knowledge workers apply. Talents are innovative while knowledge workers are good learners. Talents are guiding and directive and they are administrative knowledge forces (Choudhary, 2016). Talent includes those employees who can make a difference in the performance of the organization and, through their direct participation, exhibit the highest level of performance (Dries, 2013).

Talent Management is the strategic management of talent in the organization, aiming to create a resource base for talent to use in appropriate jobs at the right time and based on the strategic goals of the organization (Duttagupta, 2005). Talent management is a set of integrated activities in order to ensure that organization recruit, maintain, motivate, and develop human resources at present and future. Talent management is not only defined for key individuals of organization; therefore, this process should not restrict to a few individuals. In fact, talent management includes three main functions including recruit, develop, and maintenance (Armstrong, 2006).

Effectiveness of talent management requires to a comprehensive approach to talent strategy, its definition, framework, giving value to employees and talent capabilities. On the other hand, successful implementation of talent management involves understanding the goal of managing talent and supporting it by managers, matching talent strategy with the organization's macro strategy, providing an opportunity to take an active role in organizational progress for the organization's prone forces, and a special look at their career path (Areiqat et al., 2010).

In this regard, talent maintenance is a process that management tries to increase the tendency for employees to continue to serve in the organization by using factors such as effective payment system, training and improvement, promotion based on merit and providing adequate welfare facilities and services, etc. Maintenance is the creation of a desirable employment situation for employees, so that they are not willing to transfer to another organization (Mirkamali et al., 2015).

Housekunt et al., (2009) maintaining talent refers to the policies and actions that organizations employ in order to prevent the abandonment of their employees. Frank et al., (2004) talent maintenance is an organizational attempt to maintain elite employees in order to achieve individual and organizational goals (Govaerts et al., 2011). Talent maintenance policies are designed to guarantee individuals to stay in organization. The output of these policies is a talent flow that creates and maintains talent pool (Hajikarimi & Soltani, 2011). According to Tahmasbi (2012) Cultural change, information and communication technology, and economic and political changes can transform people's expectations and motivations; therefore, continuous monitoring of motivational factors and attention to new motivators in maintaining talent is important. Increasing customer satisfaction, improving working relationships, improving successor programs, and keeping organizational knowledge up-to-date, if the organization is to maintain key personnel and predestined individuals, have a specific program and a predefined pattern. Challenging and significant job variables, opportunities for advancement, justice and management quality, empowerment, new opportunities

and challenges, affect talent maintenance in organizations (Birt et al., 2004).

One of the other methods to maintain talents is to pay higher than current labor market level, pay educational costs, flexible working hours, giving competitive payments (Scott et al., 2012).

Maintenance factors of organizational talents are divided into two groups of organizational and occupational factors. Organizational factors include satisfaction of direct supervisor, organizational culture, mission and transparent vision of organization, acceptance of talents, support of senior managers and upstream documents, providing opportunities for growth and prosperity, organizational climate, organization's reputation and brand, organizational justice, dynamic feeling in organization and working conditions. Effective job factors on talents maintenance can be related to the suitability of occupation, job challenge, job independence and freedom of action, the importance and occupational status of the job, the flexibility of the working time and job security (Shateri et al., 2015).

Sweem (2009) believes that talent management includes five main components; performance management, employee's development, reward and acknowledgement, communication, and open atmosphere and culture. In fact, supervisors should evaluate employees frequently and direct them in performance management and development of career path. Each employee, along with his supervisor, must set up a development plan for the next two to five years. A rewards program should be designed to encourage supervisors to encourage employees to do the right or to complete a project. Communications allow employees to share their information. Talent maintenance is closely related to the

organization's management system (Phillips & Roper, 2009). Creating challenging opportunities and achieving success from doing them, for example, performing various missions, coaching leadership styles, realistic self-assessment and feedback processes are factors for keeping talents up to date (Armstrong, 2006).

4- Research Method

In terms of purpose, this research is applied and qualitative in terms of method. A qualitative research involves a complex and interconnected set of terms, concepts, and assumptions. The statistical sample of this study was 10 senior managers, talents experts of National Iranian Gas Company and 6 faculty members of the university who were identified by purposeful sampling and snowball method. The instrument for collecting qualitative data was a semi-structured interview, with the aim of reaching the theoretical saturation level. For the validity of the research, the "Member Checking" method and the "Data Source Triangulation" method were used. In this way, the researcher provided a part of the findings to the group to analyze his analysis and answer the following questions: did the researcher have an accurate understanding of their statements? Does this analysis sound reasonable to them, or has he been mistaken in understanding the meaning of the data? In this study, the researcher asked some interviewees to review the final report of the first phase, analysis process or categories, and express their views on them. Therefore, the findings of the research, to a large extent, reflect the mechanisms of maintaining the staffing talent of the National Iranian Gas Company.

Multi-angle refers to the use of multiple data sources to draw conclusions about what constitutes the truth, and aims to overcome the inherent biases associated with the use of a data source, a method, an observer, or a theory in studies. To this end, in the present study, four sources of data including faculty members, directors, deputies and human resources experts of the National Iranian Gas Company were interviewed to examine different perspectives and more comprehensive and deeper data on the mechanisms for identifying the retained human resources talents. In addition, specialized literature on talent management has also been used

from other sources. In this way, it can be assured that the findings of the research more closely reflect the existing facts about maintaining the human resources talent at National Iranian Gas Company.

In order to calculate the reliability of the coding, the test-retest reliability method and the reliability method of the agreement between the two encoders (intra-subject agreement) were used. Therefore, in order to calculate the reliability of the retest, among the interviews, 3 interviews were selected and each of them was coded twice within a 20 day interval by the researcher and the retest reliability rate was 86% (Table 1).

Table1. Calculating test-retest reliability

Row	Interviewer's Code	Total codes in two steps	Number of matching codes	Number of non-conforming codes	Test retest reliability (percent)
۱	3	۳۷	۱۵	۷	۸۱
۲	8	۵۲	۲۲	۸	۸۴
۳	12	۴۸	۲۰	۸	۸۳
Total		۱۳۷	۵۷	۲۳	۸۳

$$\text{Test retest reliability (percent)} = \frac{2 (\Delta Y)}{137} \div 1 \cdot 100 = 86.86\%$$

An agreement between coders is an agreement between two or more encoders in the context of the codes used for part of the interview text (show that another encoder encodes the text with the same code or similar code). In order to calculate the reliability of the interview with Member Checking, a PhD student in charge of education was requested to participate as research fellow (coder) in the research. The trainings and techniques needed to encode the interviews were transmitted to them (although they themselves were familiar with coding). The researcher then encoded three

interviews (M2, M7, and M9) and calculated the percentage of inter-coder reliability (agreement between two coders) as follows.

As shown in Table 2, the total number of codes registered by the researcher and research associate is 121, the total number of agreements between these codes is 47, and the total number of disagreements between these codes is 27. Inter-coder reliability is 78 percent, indicating that the reliability of the coding has been confirmed and it can be claimed that the reliability of the analysis of the interviews is appropriate.

Table2. Calculating inter-coder reliability

Row	Interviewer's	Total codes in	Number of	Number of non-	Test retest reliability
-----	---------------	----------------	-----------	----------------	-------------------------

	Code	two steps	matching codes	conforming codes	(percent)
۱	2	۳۷	۱۴	۹	۷۶
۲	7	۴۴	۱۷	۱۰	۷۷
۳	۹	۴۰	۱۶	۸	۸۰
Total		۱۲۱	۴۷	۲۷	۷۸

$$\text{inter-coder reliability} = \frac{2(47)}{121} \times 100 = 77.68\%$$

In order to evaluate qualitative research, instead of the criteria of validity and reliability, the criterion of credibility is proposed. The credibility means that the research findings are largely reflected in the reflection of the experiences of the participants, the scholar and the reader on the credible phenomenon (Corbin & Strauss, 1990). The following 10 indicators are presented for the credibility criterion:

Fit: The fitness of the question is whether the findings of the research are compatible with the experiences of the field experts and the participants. In order to achieve this criterion, the findings of the present study were evaluated and refined by two experts in the field of talent management. In addition, research findings were attended by five experts and talents of National Iranian Gas Company who participated in the interviews and their complementary comments were applied.

Applicability: It is about whether research findings provide a new insight and is applied. It should be said that the findings of the present study were attended by six experts and human resources talents of National Iranian Gas Company, and they acknowledged that these findings could be used by National Iranian Gas Company in maintaining human resources talent.

Concepts: This means whether the research findings have had appropriate conceptualizations. In this research, the

concepts of organizational performance evaluation system, career path, job security with a new and native look of National Iranian Gas Company have been used.

Contextualization of concepts: Findings that do not have a substrate and ground are incomplete. Without a specific field, the reader cannot understand the cause of events. The findings of the present study are based on the experiences, events and events related to the maintenance of human resources talents and the implications of it are based on the context, context and culture of National Iranian Gas Company.

Logic: It is about whether the lines of storyline draw logic flows. In order to realize this criterion in the narrative process, manpower talent training experience at National Iranian Gas Company was attempted to have a consistent track record of consistent track record.

Depth: Detailed descriptions of research findings are enriched. In this research, the research attempts to present explicitly the findings of the theory of narrative theory in detail, with details and attention to characteristics and dimensions.

Variation: This means whether research findings varied. In this regard, it should be noted that there are many cases in the research data that were not consistent with the maintenance of human resources talent at National Iranian Gas Company

and were included in a number of other characteristics.

Creativity: Whether the research has a new word to say or the old ideas in a new cover. Regarding this criterion, it should be noted that the findings of this study are not presented the native model in the field of manpower maintenance at National Iranian Gas Company.

Sensitivity: Is the researcher sensitive to the topic of the research, its participants and its findings? During the current research, the researcher tried to consider the subject matter of the study and seriously pursue research.

Evidence of Memos: Since each researcher cannot keep all the discussions, thoughts, insights and sayings in mind in the process of analyzing the findings, the use of memoirs is necessary. In this regard, the researcher attempted to cite various talent management narratives in the different sections of the talent management narrative process and, as appropriate, citation notes.

In order to analyze the qualitative data obtained from the interviews, interpretive analysis method was used. So, after completing the interviews, the notes were carefully identified, studied and key statements

were identified. Encode key points in a live coding manner, meaning attention to the phrases stated by the participants. From the common themes contained in key propositions, the concepts associated with them were inferred. Then, the categories were extracted by comparing the concepts with respect to the similarities and their differences.

5- Results

To answer the first question, what is the “What are the mechanisms for maintaining the human resources talent in National Iranian Gas Company?” A commentary analysis was used. Table 1 summarizes the key points of the interviews with managers, assistants and experts of National Iranian Gas Company, and six faculty members of the university, based on the extraction of mechanisms for keeping human resources talent at National Iranian Gas Company, are concepts and categories. For this purpose, qualitative data (interview texts) were reviewed by the researcher several times and were organized and categorized after familiarizing and mastering qualitative data.

Table1. Inferential analysis of interviews (the mechanisms for maintaining human resource talents at NIGC)

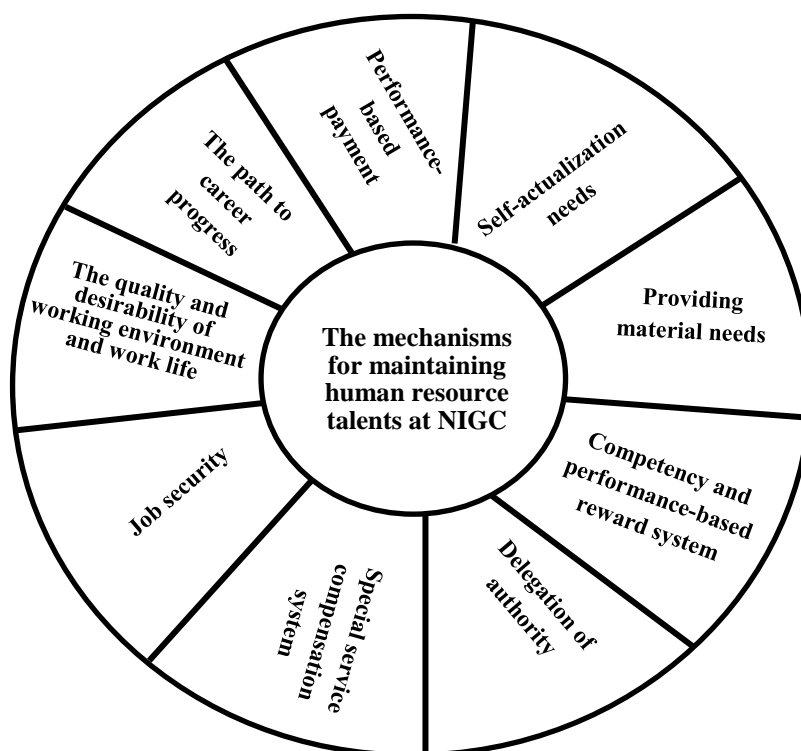
Sub categories	Highlights of the interviews (summary of open source) - Concepts	Sample verbal statements of interviewees
Performance-based payment	The fair payment system, the impact of the payment system from the performance evaluation system, the consideration of the performance of human resources talents in all areas, variable salary payment and performance-based system	<p>The system of paying employees should be proportional to their performance appraisal system, in order to create job satisfaction and increase job incentives, so employees will be more loyal to the organization.</p> <p>The existence of a fair payment system in the organization, a system in which payments are based on the level of performance, performance and competence of individuals, encourages human resource talents and adherence to the organization.</p> <p>People who have better and higher performance and more talented employees need to get more, that is, they should be given a payback.</p> <p>NIGC will use its performance appraisal to identify the educational and developmental needs of its talents, rewarding them according to their performance, thinking about developing</p>

Sub categories	Highlights of the interviews (summary of open source) - Concepts	Sample verbal statements of interviewees
		and maintaining them.
Self-actualization needs	Creating opportunities for growth for talent, providing opportunities for continuing education for talent, redefining talents, providing opportunities for growth and prosperity for talent, respecting talents, training, study opportunities, opportunities for professional and scientific development, the availability of resources and facilities for scientific and research activities, providing opportunities for learning and experimentation, activities in challenging plans, respect for managers, satisfaction with management practices	The organization needs to provide growth and development opportunities for talent keeping, because talent has more expectations than other employees In order to retain the talents for the organization, they should respect them, appreciate their performance, give them more training, and give them more importance in summary. It is important to provide the possibility of continuing education for human resource talents and the organization's support for them in order to keep them in the organization.
Providing material needs	Overtime pay, proper payment for missions, financial support, payment of various types of loans and facilities, financial incentives	The financial needs of the employees must be met, for example, various loans for marriage, housing, goods, necessities etc. with the right interest. It is important to pay overtime to keep up with the human resources, since money is the most conducive to performing job duties. Because our prominent employees go to a large mission, if they have the right to receive missions and receive them, they will have more incentive to stay in the organization.
Competency and performance-based reward system	The existence of a reward system based on performance, the existence of reward system based on efficiency	Employees must receive appropriate rewards for doing things appropriately and continually in order to better perform their work. Managers often do not understand that small rewards have an impact on employee performance. Creating reward schemes based on the work efficiency of individuals should be set.
Delegation of authority	Granting maximum freedom of action and independence in conducting business duties to talented forces, satisfaction with the direct director, giving the necessary authority and the right to decide on the job assignment to talents, the existence of good human relationships	The direct talent manager must have the necessary competencies and technical knowledge, accept the human resources talents, give them confidence and give them the authority to perform their duties, and in most cases delegate the authority to the areas of creativity.
Special service compensation system	Existence of amenities and recreation, there are various types of insurance, tickets for places of recreation, dividends, therapeutic benefits, special dental programs, retirement plans, kindergartens at the workplace, the establishment of a sports center, invitations to families in organization celebrations, the implementation of sport programs	Regardless of the type of industry and size of the organization, we need to have a clear and convincing strategy for implementing the employee compensation plan. A comprehensive compensation and rewards program that is well thought out can maintain and motivate key talent. There are various types of insurance, especially supplementary insurance, adequate dental care and therapeutic benefits in maintaining and motivating employees.
The quality and desirability of working environment and work life	Work environment away from nervous tensions, creating intimate relationships, allowing employees to express opinions and their participation in decisions, appropriate working environment ergonomics, lack of work stress, health and safety at work	Organizations pursuing quality work life plans will increase productivity improvements within themselves, for example, organizations that seek to create a work environment away from neural stress and intimacy-based relationships, are more likely to retain their employees.
Job security	Worried about not losing job,	Potential employees who are not worried about losing their jobs will work with the greatest potential and show greater commitment to their senior executives. Of course, job security creates greater motivation when an employee receives appropriate rewards for his good work and performance.
The path to career progress	Progress in the direction of more advanced organizational and organizational positions, the distinction of the horizons and hierarchies of career advancement, promotion of more important and valuable occupations in the organization	Special attention is paid to the richness of the working life of talents and the specific course of their career development of the fields and areas necessary for the development and maintenance of talent. If senior managers of NIGC provide the right business conditions, fair treatment and fair organizational rewards for their talent, they will provide the ground for their maintenance.

Given the inferential analysis of interviews and obtained concepts, the

conceptual model for the mechanisms for maintaining human resource talents at

NIGC is designed as follows:



6- Conclusion and Discussion

The purpose of the present study was to identify the mechanisms for maintaining human resources talent at National Iranian Gas Company and design a model. The results showed that, according to the managers and human resources talents of National Iranian Gas Company, 8 components of performance-based payment, self-fulfillment needs, material needs, performance-based reward system, power of attorney, special service compensation system, quality and desirability of job life and job security are the mechanisms for keeping talents at National Iranian Gas Company.

In this regard, some of the mechanisms for maintaining the human resources talent at National Iranian Gas Company have been addressed. Performance-based payment was one of the factors that was highly emphasized by the interviewees to

maintain human resource talent, and in the small part, it was the highest average. Performance and merit-based payments mean the link between payments and the performance of individuals, which can help prevent employees from being discriminated against while maintaining the motive of the forces and the payment system (Abili, 2008). One of the interviewees stated that "people who have a better and higher performance and more capable employees should receive more, that is, they should be given a payback." Another interviewee said: "The existence of a fair payment system in an organization, in which payments are based on the level of performance, and competence of individuals, encourages human resource talents and adherence to the organization."

In interviews, self-actualization needs have been mentioned as one of the factors in maintaining the talent of human

resources, since self-actualization is a stage in the process of development of individual person's personality, which leads to the best state in individual performance. In fact, a person who becomes self-sufficient will maximize his abilities and, in other words, go to perfection. In this regard, one interviewee stated: "The organization needs to provide opportunities for growth for talent, because talents have more expectations in this regard than other employees." Another interviewee said: "It is important to make it possible to continue studying for human resources talents and meeting their high level needs and supporting them in this area to keep them in the organization."

Another mechanism for keeping staffing talent at National Iranian Gas Company is delegated authority. Delegation of authority means giving permission and the right to make decisions in order to fulfill obligations and use financial and human resources in order to achieve the goals of the organization and to facilitate the implementation of duties and responsibilities. In this regard, one of the interviewees said "The direct talent manager must have the necessary competencies and technical knowledge, accepted by the human resources, gives them confidence and give them the necessary authority and freedom to carry out their duties to provide the ground for creativity."

The findings indicate that the mechanism of human resource talent maintenance is that National Iranian Gas Company concentrates on a special compensation system for its talented forces. The service compensation system is all financial returns and tangible services and benefits that employees receive as part of their employment relationship (Milkovich et al., 2002). In the common sense,

compensation for services, salaries, super payments, stock options and other benefits that the organization pays for employees, in return for the performance and quality of the employee's effort, which can be referred to either the special service compensation system or the incentive service compensation system (Manne, 2011). According to one interviewee, "regardless of the type of industry and size of the organization, we need to have a clear and convincing strategy for implementing the employee compensation plan. A comprehensive compensation plan, well thought out, can help retain and motivate key talent."

Another mechanism for maintaining human resources talent at National Iranian Gas Company is the quality and desirability of working life. The quality of work life is a process in which the stakeholders of the organization will learn how to work better together, how to determine what activities, changes and improvements are desirable and effective, in order for the organization to achieve more and better productivity. Quality of work life can be defined as the quality of communication between employees and the entire workplace. This phrase can also be used to describe the conditions and expectations of most employees in their work lives (Rasooli et al., 2014). One of the interviewees said: "Organizations pursuing quality of work plans will increase productivity improvements within themselves; for example, organizations seeking to create a work environment away from neural stress and build intrinsic relationships are also more likely to be staffed."

One of the mechanisms for maintaining the human resources talent at National Iranian Gas Company, which the interviewees

mentioned, is to identify the path of career development of talent. The path to career development is defined as the set of stages that a person must progressively develop throughout his career in business and organizational posts, and the realization of which involves the acquisition of knowledge, information, or wider experience (Abili, 2008). In this regard, one of the interviewees stated, “the special attention is paid to the richness of the working life of the talents and the specific course of their career development is from the fields and grounds necessary for the maintenance of talent.”

In order to maintain the human resources talents at National Iranian Gas Company, the following suggestions are presented:

- Paying benefits and rewards to human resources talents due to their innovation and creativity in performing their job duties
- competitive payments considering the desirability of manpower talent performance and output of performance evaluation system
- Providing more opportunities for education and learning
- Providing research opportunities for talents
- Granting maximum freedom of action and independence in performing job tasks to talents
- Giving the necessary authority and the right to decide on their job duties
- Existence of work environment away from nervous tension
- Special attention to the appropriate working environment ergonomics
- Providing job security for talents
- Establishing a committee that will interview elite and professional people who intend to leave and request

resignation to identify their reasons for leaving the organization and create conditions where their satisfaction is gained and their withdrawal prevented.

- Legislation is set up to accelerate the development of human resource talent, so that people who are prone to attend training forms and provide managerial and managerial opportunities will be able to acquire experience gains.

- Special attention to Islamic morality-based meritocracy

- Attention to justice in laws and procedures

* This article is taken from PhD thesis written by Azadeh Ghamari, and supported by National Iranian Gas Company.

7- References

- Abili, Kh. (2008). Moving Managers; Effects and Functions. *Tadbir Journal*. 85, 8-19. (In Persian).
- Abili, Kh. (2015). *Human Resource Management (emphasizing new approaches)*. Vol2, Tehran: Industrial Management Organization. (In Persian).
- Hajikarimi, A., & Soltani, M. (2011). Investigation and Analysis of Talent Management Measurement Factors (Case Study of Iranian Machinery Industry & Industrial Equipment). *Journal of Organizational Culture Management*, 9(23), 95-116. (In Persian).
- Rasooli, B., Naghshineh, N., & Fahimniya, F. (2014). Study of the quality of working life of librarians in public libraries of Tehran. *Information Research and Public Libraries*, 20(2), 317-331. (In Persian).
- Shateri, K., Abili, Kh., Rezaeiyan, A., Gholipoor, A., & Moradfam, Sh. (2015). Effective Factors on maintenance of talent and organizational elites of Iran's power failure in pursuit of the general policies of science and technology. *Quarterly Journal of Strategic and Macro Policies*, 3(12), 51-78. (In Persian).

- Tahmasbi, R. (2012). *Design and development of a talent management system in an organization focused on the capital market*. PhD thesis, faculty of management, University of Tehran. (In Persian).
- Tahmasbi, R., Gholipoor, A., & Javaherizadeh, E. (2012). Talent Management: Identifying and Ranking Factors Affecting the Attraction and Preservation of Talents. *Public Management Researches*, 5(17), 5-26. (In Persian).
- Mohammadour Zarandi, H., & Tabatabaei Mozdabadi, S.M. (2017). *Organizational Training Management (emphasizing on urban capital development)*. Vol.3, Tehran: Book Culture Pubs. (In Persian).
- Mohammadi, M., & Poorkiyani, M. (2014). The Impact of General Policies of the Administrative System in the Field of Human Resources on the Maintenance of Knowledge-Based Staff in the Higher Education System of Iran. *Journal of Public Management Mission*, 5(13), 23-30. (In Persian).
- Mirsepasi, N., Gholamzadeh, D., Rashidi, M.M., & Sanatigar, H. (2010). Pathology of Elite Recruitment and Maintenance Plan (Case Study: National Iranian Oil Company). *Journal of Management and Human Resources in Oil Industry*, 4(11), 7-40.
- Mirkamali, S.M., Hajkhazimeh, M., & Ebrahimi, S. (2015). Identification of the criteria for attracting and retaining human resources and providing appropriate solutions (Case study: Staff of Technical College of University of Tehran). *Journal of Development Evolution Management*, 22, 9-18.
- Areiqat, A. Y., Abdelhadi, T., & Al-Tarawneh, H. A. (2010). Talent management as a strategic practice of human resources management to improve human performance. *Interdisciplinary Journal of Contemporary Research in Business*, 2(2), 329.
- Armstrong, M. (2006). *Strategic human resource management*. Kogan Page Ltd.
- Asongu, S. A. (2017). Knowledge economy gaps, policy syndromes, and catch-up strategies: Fresh South Korean lessons to Africa. *Journal of the Knowledge Economy*, 8(1), 211-253.
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*, 29(6), 640-663.
- Birt, M., Wallis, T., & Winternitz, G. (2004). Talent retention in a changing workplace. *South African Journal of Business Management*, 35(2).
- Choudhary, S. (2016). A study on retention management: how to keep your top talent. *International Journal of Advanced Research in Management and Social Sciences*, 5(3), 17-31.
- Corbin, J. M., & Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative sociology*, 13(1), 3-21.
- Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review*, 23(4), 272-285.
- Duttagupta, R. (2005). Identifying and managing your assets: Talent management. *PricewaterhouseCoopers, London*.
- Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development: definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5-24.
- Govaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, 23(1), 35-55.
- Manne, H. G. (2011). Entrepreneurship, compensation, and the corporation.
- Milkovich, G. T., Newman, J. M., & Milkovich, C. (2002). *Compensation* (Vol. 8). New York: McGraw-Hill.
- Nikandrou, I., Brinia, V., & Bereri, E. (2009). Trainee perceptions of training transfer: An empirical analysis. *Journal of*

- European Industrial Training*, 33(3), 255-270.
- Phillips, D. R., & Roper, K. O. (2009). A framework for talent management in real estate. *Journal of Corporate Real Estate*, 11(1), 7-16.
- Scott, D., McMullen, T., & Royal, M. (2012). Retention of key talent and the role of rewards. *WorldatWork Journal*, 21(4), 58-70.
- Shanbhag, M., Dutt, M. L., & Bagwe, S. (2016). Strategic Talent Management: A Conceptual Analysis of BCG Model. *Imperial Journal of Interdisciplinary Research*, 2(7).
- Sharer, E., Jones, C. J., Morris, A., Harpel, A., Miesle, A., & Dixon, J. (2016). Recruiting and Maintaining Millennial Talent for The JM Smucker Company.
- Silverman, D. (Ed.). (2016). *Qualitative research*. Sage.
- Sleiderink, D. E. M. (2012). Talent management in health care: identifying and retaining talent at Medisch Spectrum Twente.
- Sweem, S. L. (2009). *Leveraging employee engagement through a talent management strategy: optimizing human capital through human resources and organization development strategy in a field study*. Benedictine University.