Value Management: A New Approach to Talent Management: A Case Study of National Iranian Gas Company

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ABSTRACT

Having a strong and capable crew is one of the primary desires of any organization. The organization's prosperity depends on such individuals, and according to the resource-based approach, organizations with talented human resources have a competitive advantage because the possibility of imitating and copying such forces is zero for a competitor. Today the demand for talent is increasing. Organizations compete to obtain such resources and spend much money attracting and hiring them. A successful organization can identify and maintain talent using appropriate human resources systems. Value-based organization models are effective systems of talent management that have entered the talent management literature. This paper aims to review the literature related to the model of value-based organization with an emphasis on talent management in the National Iranian Gas Company. This is descriptive cross-sectional research that is practical in purpose and has a quantitative nature. The data analysis showed that organizational, group, spiritual, psychological, and social ethics should be prioritized to achieve improved talent management, individual values, and professionals. Paying attention to the values of talent and institutionalizing essential values, such as challenging work, continuous learning, maintaining self-esteem, and giving them independence and freedom, should be among the priorities of the National Iranian Gas Company.

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1. Introduction

Having strong and capable people is one of the primary desires of any organization because the organization's success depends on such staff. According to the resource-based approach, organizations with talented human resources (HR) have a competitive advantage because the possibility of imitating and copying such talent is zero for competitors. Today's demand for talent is increasing, and organizations compete to obtain such resources and spend much money on attracting and hiring them; thus, a successful organization can identify talent using appropriate human resources systems. Moreover, the biggest challenge of any organization's human resources is attracting people and talent and, most importantly, keeping them (Rana et al., 2013). Despite the importance of talent management in organizations, talent scarcity is a global issue (Rabbie, 2015), and most organizations, for reasons such as weak positions for talent retention and weak HR strategies (such as compensation for services and benefits), face a talent crisis (Phillips-Wropper, 2009). Further, the rapidly changing environment of ambiguity and global competition has changed their nature from "mere efficiency improvement" to the principle of "enriching products and services". This principle can be achieved if only it is provided continuously and based on stakeholders' expectations to maintain the organization's long-term superiority (Beerl et al., 2000).

The emergence of value-based organizations is also due to this necessity. Based on stakeholders' expectations, an organization that explains organizational values and determines individuals' performance in line with these values in the workplace is managed by values.

The National Iranian Gas Company, as one of the leading companies in HR management, has developed and implemented many programs related to *organizational values* to harmonize its development and HR development plans. Despite many efforts in this direction, the unique organizational values of talent management have been neglected. Most companies' activities, in line with organizational values, focus on the whole of employees, and there is no distinction between value management in the best talent compared with other employees. Despite this, increasing employees' sense of identity and responsibility and paying attention to talented employees will directly impact the performance of the National Iranian Gas Company. Although the National Gas Company, much has been done in defining

values, the ethical charter, and the like, most have not been applied and remained within the organizational archive.

The lack of particular focus on talented employees in the National Iranian Gas Company has led to the formation of subcultures. If no significant attention is paid to these subcultures, they will gradually be institutionalized in the culture of the organization and will become public culture. Culture stems from the view that the organization does not care about its actions and values. This will lead to many problems in retaining talent. Conversely, implementing defined values requires aligning strategies and HR systems with organizational values. This is while firstly, the specific values in the organization are not defined for the talent, and secondly, everyone shares the human resources systems. These issues have led to behavioral problems such as increased absenteeism, desertion, and corruption. Therefore, this research intends to bridge this gap by examining and introducing the values inside and outside the organization that are effective in talent management.

2. Theoretical background

2.1. Value management with a talent management approach

According to research, 85% of companies with 20% higher performance use superior talent. The right talent management strategy will achieve revenue and sales goals, reduce costs, and increase innovation. However, misuse of talent or not using them has a negative impact on business and even destroys the reputation of organizations (Lattner, 2008). Therefore, talent management processes should be coordinated with the strategy of organizations. Further, talent management processes should align with leadership standards and identify skills necessary for growth. An organized approach to talent management will ensure that organizations find that their members' performance significantly improves their business goals and their current and future profitability goals (McGarrity, 2007). Most organizational values are obtained through intangible assets, such as product knowledge, distribution methods, unique marketing knowledge, optimal relationships with customers and suppliers, organizational reputation, and brand. Attention to talent has increased, and all these values can be achieved through talented human resources (Demsey, 2012). A study conducted in 1990 showed that companies that could create a great fit between their culture and performance increased their revenue significantly

compared to companies that had no coordination between their performance and culture. Job growth in those organizations also increased by 36%. Tower et al. also showed an association between effective human resources management, talent, and culture (Demsey, 2012). Hence, the talent management literature has introduced and supported value-based models.

2.2. Talent management value system

Organizations today need the best talent to succeed in a complex global economy and survive in the business environment. While recognizing the need to hire, develop, and retain talent, organizations have recognized that talent is a critical resource that needs to be managed to achieve the best results. The Chartered Institute of Personnel and Development (CIPD) defines talent as a complex combination of skills, knowledge, perceptual abilities, and high potential. It defines talent management as recognizing and focusing on a portion of the organization's high-potential human resources (Sayadi et al., 2011).

Talent management value systems focus on how people enter the organization and grow. Talent management value systems focus on competency requirements and how people move in or out of the organization. Effective talent management determines the organization's quantitative and qualitative requirements for talent based on business strategy and goals. Talent comes from the turn of people in the organization: how they enter, develop their skills, and move up or out of the organization. Talent management involves attracting and retaining the best people and identifying and eliminating unnecessary and inappropriate people.

Capacity building and talent management are an integral part of the strategy and vision of today's leading organizations. In today's business world, the management of human resources development is no longer just a cost center but, in line with the organization's business, serves as a path to more profit and cost reduction. This management field tries to create value for its capital by taking advantage of the talent management approach, staff diversity, and training diversity (Fam and Norouzi, 2018).

Value-related talent management systems provide appropriate processes and tools to support and empower managers. Using these systems, they find out their employees' expectations, knowing which improves working relationships. On the one hand, by investing in talent management, the organization will have a high rate of return on investment; on the other hand, it will have a variety of talents. The organization enjoys the benefits of an agile and motivated workforce in such situations. Talent management is a new approach that can change human capital management and eliminate the weaknesses and problems of traditional approaches. Of course, planning for implementing talent management in organizations is a prerequisite (Fam and Norouzi, 2018)

2.3. The talent-driven value management process

In human resources management, value refers to the potential people use to acquire competencies and increase their competitive advantage. At the organizational level, value is created when organizations use their internal resources and capabilities to implement it. These strategies enable them to respond to opportunities that create economic value and enhance organizational performance. Organizational performance is more than just shareholder returns; it refers to human resources systems, which refer to the effective coordination of individuals and organizations to create value (Makram et al., 2017).

The valuation process in talent management refers to the four dimensions: four concepts of value creation, value capture, value leverage, and value protection; all are required for efficient talent management (Makram et al., 2017).
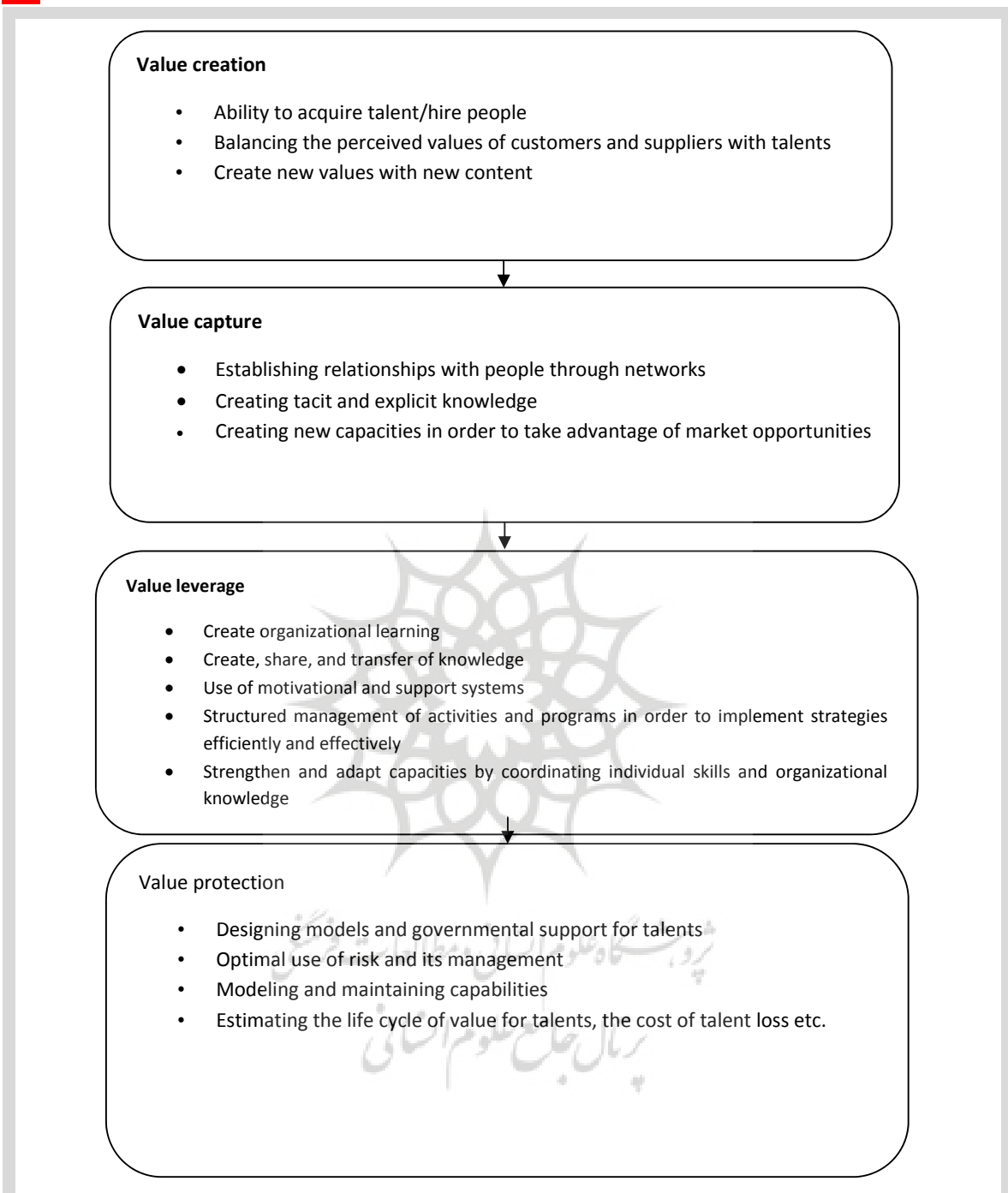
Value creation

- Ability to acquire talent/hire people
- Balancing the perceived values of customers and suppliers with talents
- Create new values with new content

Value capture

- Establishing relationships with people through networks
- Creating tacit and explicit knowledge
- Creating new capacities in order to take advantage of market opportunities

Value leverage

- Create organizational learning
- Create, share, and transfer of knowledge
- Use of motivational and support systems
- Structured management of activities and programs in order to implement strategies efficiently and effectively
- Strengthen and adapt capacities by coordinating individual skills and organizational knowledge

Value protection

- Designing models and governmental support for talents
- Optimal use of risk and its management
- Modeling and maintaining capabilities
- Estimating the life cycle of value for talents, the cost of talent loss etc.

Figure 1: The talent-oriented value management process

2.4. Value creation

Value creation is a process by which talent is discovered, absorbed, and employed, and its potential is used to create value. At this stage, to understand the strategic values of intangible assets, the first question is, "what is value?", "how is it created?, and "who creates it?". Then, a mechanism should be created for talent management that appropriately allows value creation and exploitation.

One of the approaches proposed at this stage is the resource-oriented approach, which refers to the knowledge, skills, intelligence, relationships, and

experiences of employees. These resources must be dictated to employees through strategic values and as a source of competitive advantage. These resources must be heterogeneous, nontransferable (challenging to transfer from one company to another), rare, and nonreproducible. In this view, talent is considered a strategic resource that can create values and implement organizational strategies. Therefore, organizations must have the necessary processes, policies, and procedures to exploit talent.

2.5. Value capture

From a resource-oriented perspective, value creation alone is insufficient, but valuation must also be considered. The ability to capture value is one of the essential factors in talent management and requires the participation of customers, suppliers, and employees. This is a process through which the organization puts its talents in a set that, among other resources, increases its commitment to organizations and undermines the bargaining power of other resources.

2.6. Value leverage

Value leverage is the process by which an organization increases its ability to build capacity to use talent, thereby adding to its new values and proposing new ideas that improve skills and services. It transmits knowledge and fosters a culture of collaboration, creativity, and communication. Applying values also refers to successful coordination, facility mobilization, and deployment processes. At this stage, the selection, employment, training, and development of the career path become easier due to the availability of information and the reduced cost of hiring employees. Moreover, because there is a direct relationship between human capital and performance, proper use of human capital positively affects organizational performance.

2.7. Value protection

Value protection is the process by which organizations provide a system to preserve the currency of talent and prevent it from going to competing organizations (Makram et al., 2017).

2.8. Benefits of a talent-based value system

Implementing talent-based value systems ensures that each employee with unique talents and skills has the right job. In addition to service benefits, compensation should be fair and equitable. Their career path is transparent and is an increasing stimulus for better job

opportunities inside and outside the organization. Talent management provides appropriate processes and tools to support and empower managers. In this way, they find out what to expect from their employees. This is what improves working relationships. As a result, by investing in talent management, on the one hand, the organization will have a high rate of return on investment; on the other hand, it will have a variety of different talents in the organization. In such circumstances, the organization enjoys the benefits of an agile and motivated workforce, which in turn will lead to organizational productivity (Fam and Norouzi, 2018)

3. Experimental background

In an article entitled "Identifying the Factors Affecting the Talent Development Process in Organizations", Oshaghi et al. (2021) used qualitative research methods and in-depth semi-structured interviews. The study population included faculty members and academic experts, and the study sample was purposefully selected. An in-depth analysis using open coding and axial coding methods identified 12 factors influencing the talent development process in organizations, which due to their similarity and connectedness, were divided into two main categories of personal (individual) and organizational (environmental) factors. Personal (individual) factors included personality, communication skills, professional perfectionism, motivation for progress, creativity, and innovation. Organizational (environmental) factors included structural factors, organizational climate and culture, providing opportunities for upbringing and growth, organizational factors, livelihood factors, organizational communication, and job promotion system. In a paper entitled "Providing a Comprehensive Model for Talent Management in Knowledge-based Companies", Zargar et al. (2021) used a mixed research methodology of the exploratory type. The qualitative part used fuzzy Delphi techniques, structural self-interaction matrix, and impact-dependence analysis. Further, structural equation modeling was used in a small part of the research. Based on the research findings, 13 factors in the field of talent management, 4 dimensions of talent management, and 4 functional outcomes in knowledge-based companies were identified and classified, and the degree of impact and the degree of dependence were determined. The findings showed a positive and significant influence and impact on *business strategy*, *employment rules*, and *opportunity identification variables*. It was also found that underlying factors positively and significantly affected

talent management and talent management performance. Selajgeh et al. (2021) presented a talent management model using a qualitative meta-combination approach. A total of six components were identified: identifying talent needs, identifying talent sources and existing potentials, talent acquisition, talent development, strategic talent utilization, talent retention, and talent performance evaluation using the meta-technical qualitative method. The results of this research can inform people responsible for recruitment, promotion, training, development, and evaluation in organizations so that they can make appropriate decisions in their programs. It also informs high-level corporate decision-makers where to focus their efforts and resources to maximize employee engagement. Hosseinpour et al. (2021) used experts and human resources managers in an article entitled "Qualitative Model of Talent Management in Start-ups". A semi-structured in-depth interview tool was used to collect data. The identified model based on talent management in start-up businesses had four main factors: talent recruitment, talent utilization, talent retention, and talent development; these factors had the following subfactors: employer brand, organizational attractiveness, recruitment strategy, resource selection, performance-based pay, promotion opportunities, delivery, commitment, job-to-employee fit, career path planning, practical evaluation, effective leadership, internships and coaching, training, job enrichment, and rotation. In the "Study of Value Systems of Talent Management for Improving Performance", Fam and Norouzi (2015) examined the effect of talent management on improving the performance of human resources of the Islamic Azad University, Urmia Branch, with a value approach. To test the hypotheses, the social talent management questionnaire with 13 questions and the human resources performance improvement questionnaire with 31 questions were distributed to 311 participants. The results indicated the effectiveness of other talent management and each of the dimensions (standardization, strategy, organizational development, perspective, infrastructures and processes, organizational factors, participation of managers, and political factors) in improving the performance of the Islamic Azad University Urmia Branch.

In the paper "Designing and Measuring the Model of Value-Based Organization in Tavanir Specialized Holding Company designed Value Based Organization", Selseleh and Moghli (2012) finalized the model through the Delphi method. Statistical analysis showed that the pattern obtained in this study was significant and confirmed the theory proposed by researchers based on the components of the value-based organization.

Mir Sepasi et al. (2012) focused on a new performance measurement model among value-based models by investigating the underlying factors in designing the model of excellence. They followed a qualitative approach and, using content analysis, studied the general policies of the country's administrative system, transformation plans of the country's administrative system, civil service management law, and the country's 20-year vision document. The research results showed that the model of organizational excellence in the public sector had 10 core values categorized into human dignity, knowledge focus, and vision. Farndale et al. (2022) studied the "Results of Economically Liberated Talent Identification in India: Is Organizational Justice Important?". According to data from 331 employees in two major organizations in India, perceptions of distributive justice, procedure, and interaction justice in this highly competitive labor market moderate the relationship between talent acquisition and labor conflict.

In contrast, distributive justice regulates the relationship with employee turnover. This study identified new conditions under which talent identification may prevent the negative consequences of the proprietary talent management approach commonly adopted in Indian organizations. Alegbeleye and Omotunde (2021) studied the librarians in academic libraries in Nigeria in a study entitled "Talent Management and Job Performance Management Methods". A correlational survey methodology was used in this study, and the census method was used to cover all 364 librarians in university libraries in southwestern Nigeria. The data collection tool was a talent management questionnaire. The collected data were analyzed using descriptive statistics and instantaneous correlation of Pearson products. This study concluded that talent management practices affect librarians' job performance. Therefore, it is recommended that library management focus more on developing and managing the potential of librarians in academic libraries to increase their performance in the workplace and reduce the brain drain in the library. Christina Meyers (2020) focused on a "Neglected Role of Talent Creation: Integrating Active Behavior into Talent Management Theorizing". This paper aimed to close this gap by integrating the concept of preventive behavior into talent management theorizing. To this end, the manuscript introduced a new conceptual model that addressed three

potential relationships between active talent behavior and talent management. This model showed relevant ways for future research in talent management. In an article titled "How Do Strategic Actors Think About the Value of Talent Management?", Makram et al. (2017) explained the role of talent management in multinational organizations. This study was descriptive–correlational, and the statistical population included 50 multinational companies worldwide. The data were obtained through in-depth interviews. The results of the data analysis showed that the lack of talent management in organizations led to the formation of different values, and talent management in organizations should be implemented to maintain and retain talent.

In an article entitled "What Is the Value of Talent Management? Building Value-Driven Processes Within a Talent Management Architecture", Sparrow and Makram (2015) examined the literature on talent management from two dimensions: talent management and value management. This research was a descriptive review that first described the concept of talent management, then presented existing philosophies on this subject. It discussed the relationship between value theories and talent management and its role in adequately using talent management. Further, conceptual frameworks were presented on how to create, capture, leverage, protect, and maintain value to better manage talents.

4. Research methodology

This study aims to explain a value-driven model based on talent management. Therefore, the research is

applied in terms of purpose, and data collection is descriptive, correlational, and specifically based on structural equations. In this study, the statistical population consists of all talented employees of the National Iranian Gas Company (N = 850). Using Cochran's formula, 265 people are randomly selected as a statistical sample.

Descriptive statistics of demographic variables show that 13.6% of respondents are female and 86.4% are male. According to the findings, about 8.7% of respondents are 20–30 years old, about 45.7% are 31–40 years, about 42.6% are 50–41 years old, and about 3% are over 50 years old. Moreover, about 2.3% of the respondents had a diploma, about 12.8% had a postgraduate degree, about 49.42% had a bachelor's degree, about 32.5% had a master's degree, and about 3% had a doctoral degree.

The primary tool for collecting information is a questionnaire with two parts: general information (to measure demographic variables including age, gender, education, and work experience) and specialized (to measure variables). This study uses two researcher-made questionnaires of value management and Kohli Talent Management (2007), which have 46 and 36 items, respectively. Different methods were used to assess the reliability and validity of the questionnaire. Cronbach's alpha measured the reliability of the questionnaire, as presented in Table 1, which indicates the high reliability of the questionnaire.

Table 1: Cronbach's alpha coefficients

Variable		Cronbach's alpha coefficient	Variable		Cronbach's alpha coefficient
Value management	Individual values	0.76	**Talent management**	Recruitment and employment	0.78
	Professional ethics	0.80		Talent identification and segregation	0.88
	Group value	0.80		Talent utilization	0.93
	Material value	0.93		Talent development	0.62
	Organizational value	0.86		Creating and maintaining	0.59

Variable		Cronbach's alpha coefficient	Variable		Cronbach's alpha coefficient
				Positive relationships	
	Psychological value	0.84		Talent retention	0.67
	Spiritual value	0.69			
	Social value	0.71			

Experts confirmed the content validity of the questionnaire, and factor analysis was used to assess the validity of the structure. The results of factor analysis had two outputs. The first output showed the significance, *df*, and KMO index. Since the KMO index is about 0.85 (close to 1.0), the number of samples was sufficient for factor analysis. In addition, the significance value of the Bartlett test is less than 5%, indicating that factor analysis is appropriate for identifying the structure. Table 2 lists the results of this analysis.

Table 2: Bartlett and KMO tests

Significance	KMO
0.000	0.85

Table 3: Descriptive statistics of personal factors variables

Structural equation modeling is used to test the proposed relationship between value management and talent management. Figure 2 shows the results of the structural equation test of the conceptual research model.

5. Research findings

Table 3 tabulates the descriptive statistics of research variables. In this section, the issue of whether the status of research variables is appropriate or not has been investigated using the average of a statistical population. Considering the five Likert spectra in the questionnaire, three have been selected as the average number.

Variable	Number	Mean	Standard deviation	Variance
Individual values	265	3.32	0.848	0.720
Professional ethics	265	3.06	0.959	0.921
Group values	265	3.30	0.845	0.714
Material values	265	3.48	0.965	0.932
Organizational values	265	3.24	0.777	0.604
Psychological values	265	3.35	0.842	0.710
Spiritual values	265	3.16	0.736	0.452
Social values	265	3.44	0.939	0.884
Recruitment and employment	265	3.41	0.884	0.782
Identification and segregation of talent	265	3.31	0.971	0.944
Talent application	265	3.29	0.781	0.610
Talent development	265	3.30	0.875	0.766
Creating and maintaining positive relationships	265	3.16	0.954	0.911
Talent retention	265	3.30	0.875	0.766

The following figures and tables present the relationships and data required to answer the study questions. As mentioned in the methodology section, the structural equation model is used to study and explain the model. The structural equation model is, in fact, the same as the regression model with the advantage that it can simultaneously measure the interactions and relationships and direct and indirect effects between variables. In other words, the structural equation model dynamically and not just statically measures the relationships between variables and their optimal values according to the collected field data and provides more realistic and more accurate coefficients.
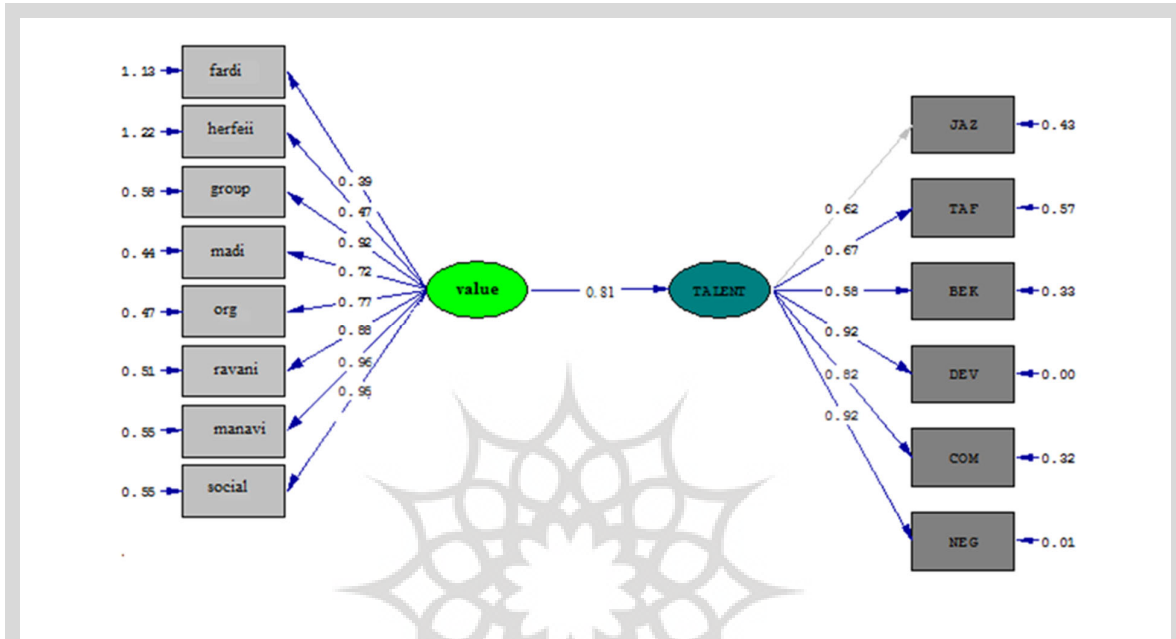

Figure 2: The confirmatory factor analysis of research variables based on the path coefficient
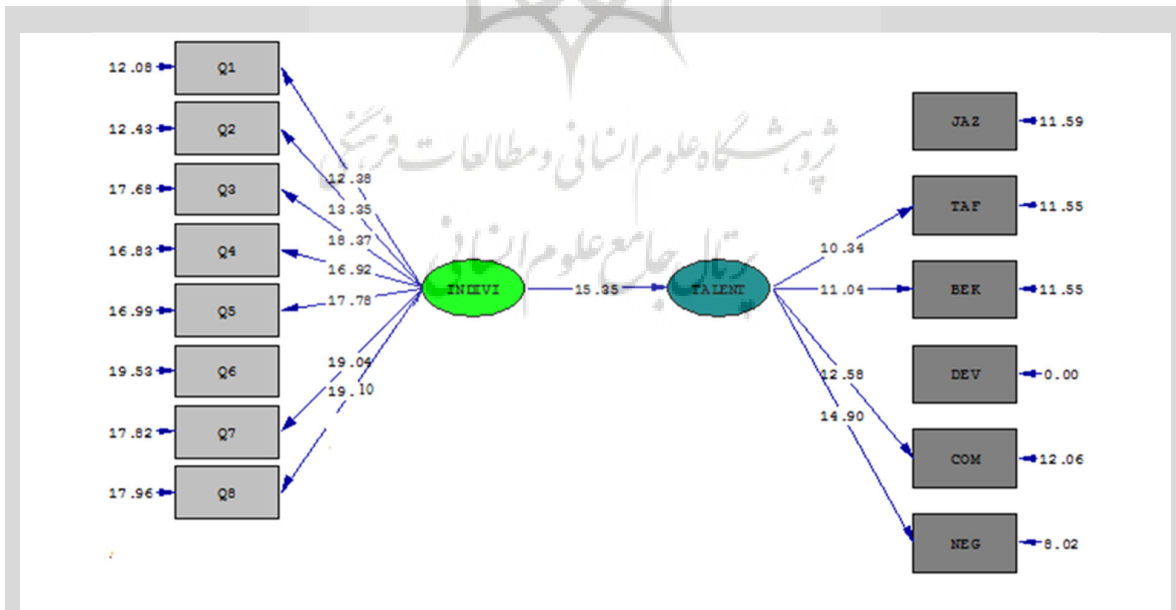

Figure 3: The confirmatory factor analysis of research variables based on *t*-statistics

The values of the goodness of fit indicators show the confirmation of the measurement patterns in the conceptual model of the research, which indicates that the measurement indices of the observed variables can

measure the hidden variables in a confirmable way. The results of the model fit pattern are reported in Table 4.

Table 8 lists the fitness indicators. In particular, the goodness-of-fit index (GFI) is 0.95, and the adjusted goodness-of-fit index (AGFI) is 0.85; the comparative fitness index (IFI) is 0.91, and the incremental fit index (CFI) is 0.91; the root-mean-squared error of approximation (RMSEA) is 0.077, indicating that the final model has a good fit without the need for correction. Further, all the relationships between the variables in the model are significant at the level of $P < 0.05$.

According to the research findings, organizational values have the most significant impact on the development and retention of talents. Therefore, the value management model of talent management is explained and proposed.

Table 4: The indicators of the measurement fit model

Indicators	Amplitude Modulation Index	calculated value
NFI	> 80%	0.89
CFI	> 90%	0.91
IFI	> 90	0.91
GFI	> ~1	0.95
AGFI	> ~1	0.85
RMSEA	0-0.08	0.077

Table 5: The relationships between variables

| Relationships between variables	Significance	t	B
Organizational value ....> Recruitment and employment	0.001	--	0.62
Organizational value ....> Talent identification and segregation	0.000	10.34	0.67
Organizational value ....> Talent utilization	0.000	11.04	0.58
Organizational value ....> Talent development	0.000	---	0.92
Organizational value ....> Creating and maintaining positive relationships	0.000	12.58	0.82
Organizational value ....> Talent retention	0.000	14.90	0.92
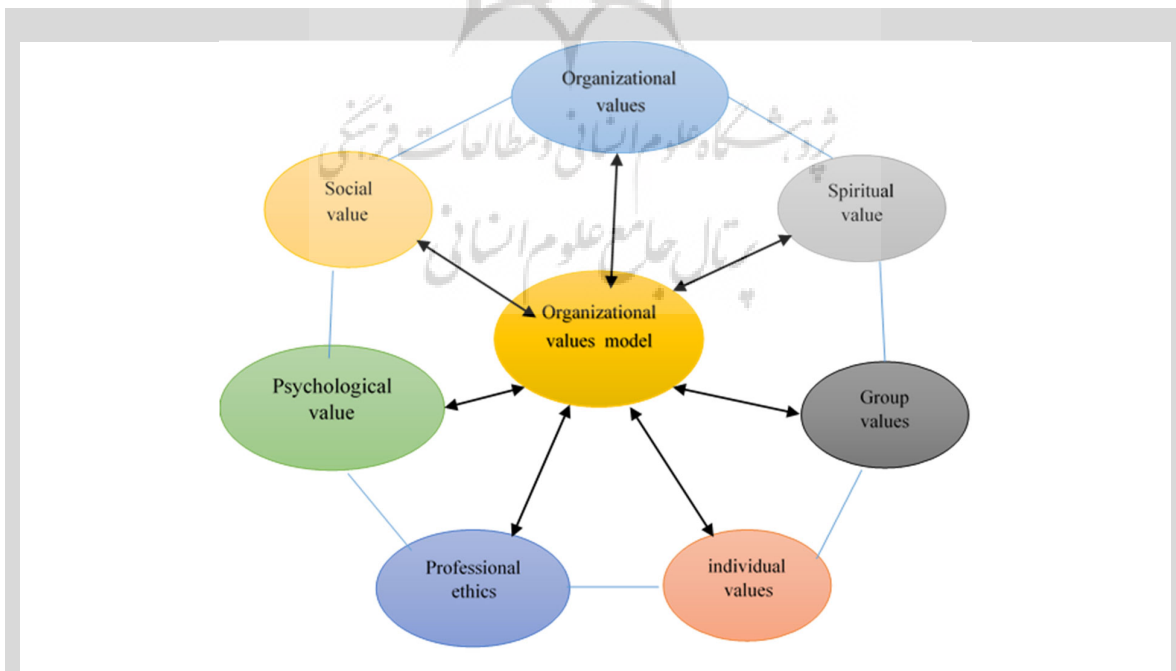
Figure 4: The conceptual model of research

6. Conclusions and Recommendations

Since no constructive research has been done on value models with a talent management approach, lacking attention to this vital principle has caused many problems in most organizations' recruitment, employment, and retention. One of its impacts is increased job leaving rates and reduced talent motivation in most organizations. Examining the causes and value factors affecting talent management, this study took a comprehensive and constructive view on the issue to highlight the importance and role of value management in attracting, employing, and retaining talent. It designed and explained a value-based organization model emphasizing talent management. The conceptual research model was developed based on the theoretical literature, and the research questions were presented; the data were analyzed using a questionnaire.

Performing tasks with the least external supervision, conducting assigned tasks without the intervention of others, having intellectual maturity, having perseverance in doing things, having the ability to define career goals, having the ability to present new ideas, performing assigned tasks based on one's abilities to manage one's own and others' feelings, taking risks in assigned tasks, and having high self-motivation ability in talents are among the individual values that are very important in talent management.

Responsibility for the assigned tasks, observing honesty and values in the organization, loyalty to the organization, having a work identity and commitment, and timely performing the assigned tasks by talents are some professional ethics. These factors have been significant in talent management.

The ability to participate in teamwork, problem-solving skills, high flexibility, and the ability to communicate openly with others are among the group values that are very important in talent management.

Having managerial support, having internal coherence in all activities of the National Iranian Gas Company, defining a suitable career future for talents, having customer service skills, having freedom of will in performing assigned duties, creating a balance between responsibility and accountability, having fair rights, observing organizational rules and regulations by talents, observing fiduciary in the organization, using the knowledge-oriented model in the National Iranian Gas Company, institutionalizing healthy competition in the National Iranian Gas Company, program planning for the personal development of talent and using the strategy of continuous development and improvement for talent are among the organizational values that are of great importance in talent management.

Prioritizing the growth and excellence of the organization and increasing organizational effectiveness and efficiency to retain talent are among the psychological values of great importance in talent management.

Maintaining organizational self-esteem to attract and retain talents, having a culture of organizational growth of the National Iranian Gas Company, institutionalizing God-centered culture in all activities, respect for human dignity by organizations, observing the principle of orbital guardianship in the organization, institutionalizing a culture of continuous learning for the growth and excellence of talents, having the high spiritual motivation and empowering talent through appropriate programs are among the spiritual values that are very important in talent management.

Being an excellent organizational citizen, maintaining the privacy of talent in the National Iranian Gas Company, and having the ability to network building are among the social values crucial in talent management.

In addition to the above, the findings of studies showed the impact of value management on recruitment and employment, talent identification and segregation, talent utilization, talent development, establishing and maintaining positive relationships, and talent retention. Organizational values have the most significant impact on the development and retention of talents.

The findings of Oshaghi et al. (2021), Zargar et al. (2021), Salajgheh et al. (2021), Hosseinpour et al. (2021), Fam and Norouzi (2018), Selseleh and Moghli (2012), Mir Sepasi et al. (2012), Farndale (2022), Alegbeleye and Omotunde (2021), Meyers (2020), Makram et al. (2017), and sparrow and Makram (2015) show the importance of value management in the effective talent management. In their studies to manage talent, Fam and Norouzi (2019) pointed to value factors such as standardization, strategy, organizational development, perspective, infrastructure and processes, organizational factors, participation of managers, and political factors. Mir Sepasi et al. (2012) also pointed to core values such as human dignity, central knowledge, and perspective. Makram et al. (2017) referred to organizational values in attracting and retaining talents and the existence of appropriate value management as a barrier to talent leaving or attrition. Based on the

research results, we can have some practical suggestions: According to the findings, managers should hope to improve affairs in the organization by employing talent management, identifying key positions, and placing people in these positions. Further, after taking a suitable position, employees will work with a sense of loyalty and commitment and will perform their duties from the perspective of professional ethics in a timely and proper manner.

Regarding the planning and organization of talent, it is suggested that the relevant managers help increase talent absorption by providing a personal development plan by considering the path of career advancement, creating an incentive organizational culture for professional development, and improving the capabilities of managers. If there is a sense of commitment and obligation to remain in the organization among the employees, the tendency to stay in the organization will increase among the managers. Moreover, preventing discrimination in the management of employees' talent by managers and supporting the creativity and innovation of employee managers is effective in attracting talent. Paying attention to the freedom of talents and their participation in their career paths is one of the main factors in attracting and retaining talent. Hence, it is recommended that the career paths of talented people in the National Iranian Gas Company should be drawn by participating and receiving ideas from them to increase their participation in the activities of the organization and provide the ground for their growth and development. Increasing attention to maintaining organizational self-esteem to attract and retain talent is another important factor in talent management, which is recommended for this purpose in motivational talent programs, such as rewards and promotions, to maintain self-esteem. For example, spiritual rewards should also be a priority in addition to financial rewards, increasing their sense of independence and self-esteem. Institutionalizing a culture of continuous learning to grow and excel in talent should be part of the essential programs of the National Iranian Gas Company, so using knowledge management systems to share knowledge is recommended.

Regarding talent identification, it is suggested that organizational managers discover new talent through regular and continuous planning to identify potential and actual talent within the organization. They also need regular planning to identify top and innovative talent outside the organization. Identifying talented managerial employees during their activity in the organization and

forming a database of competent and talented people within the organization, along with attention to organizational records, are essential criteria in selecting managers of the organization. Strong network-building ability is another critical factor in better talent management. Hence, it can be recommended that while increasing the connection between talent in all subsidiaries of the National Iranian Gas Company, social networks, networks of creativity and innovation, and idea networks should be used to increase the motivation of talents.

Moreover, the results of this research can inform the people responsible for recruitment and promotion so that they can make training, development, and evaluation of the National Iranian Gas Company in their programs to make appropriate decisions. Talent management should bring good results in the organization if there is the full support of managers and the continuation of this support; otherwise, there will be no success. Moreover, like other research works, the present study has limitations. The lack of sufficient scientific support and localized knowledge about the science of talent management novelty of the subject in terms of conceptualization of the category has created limitations. In the future, more attention should be paid to the localization of practical models of strategic talent management. Due to the limited literature and novelty of the talent management debate in Iran, future research is expected to consider more and more localization of practical models of strategic talent management and the lack of motivation and impatience of some respondents. Moreover, the lack of attention to research projects and lack of necessary cooperation with the researcher caused some questionnaires not to have the necessary quality.

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