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A Meta-synthesis of Studies on Elite Retention in Organizations

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Abstract
Retaining an organization's elites is a major challenge in human resource management. Elites represent intellectual capital and drive innovation in organizations; their loss can significantly undermine organizational productivity and growth. This study employed a meta-synthesis qualitative method to analyze factors influencing elite retention, systematically reviewing 682 papers and selecting 23 based on inclusion criteria. Content analysis identified 304 initial concepts, categorized into 20 sub-concepts and 10 main themes, validated via CASP checklist and expert verification, with reliability assessed using Cohen's kappa coefficient. Findings highlight that organizations evolving rapidly benefit substantially from elite contributions, particularly in knowledge production and scientific advancement. Leveraging elites' capabilities not only enhances organizational development but also fosters their motivation, creating a symbiotic growth dynamic. The study underscores the need for strategic retention mechanisms tailored to elite employees' intellectual and motivational drivers, offering a framework for HRM practitioners to mitigate attrition risks and harness elite potential effectively.

Keywords: *Retention, Elite, Human capital, Meta-synthesis*

Introduction

Nowadays, it is essential for organizations to continuously improve their performance so as to survive and progress in the competitive world. Human resources, on the other hand, can be seen as one of the most significant organizational resources to reach this important matter. Modern organizations have come to realize that attending to human resources, their management, and establishing a comprehensive human resources system could widely affect other parts of their organizations (Sarshar and Samiei, 2010). In the existing competitive situation and in an environment where continuous changes and continuous innovations are its major characteristics, only organizations will succeed in achieving excellence that understand the strategic role of their human resources and have skilled, knowledge-based, competent, elite, and capable human resources (Sarafraz et al., 2019). Human resources are considered the primary asset of any institution or organization, and when competent, they can ensure the organization's success and excellence. Forward-thinking and leading organizations consistently strive to develop and implement comprehensive programs to ensure the attraction, retention, and development of their talented and elite employees (Aalders et al., 2023).

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One of the main priorities of today's organizations in the modern era is to find and retain human capital due to the intense competition and a lack of highly skilled and capable employees (Febrian et al., 2023). The strategic and economic advantage in the future will indubitably go to organizations that can attract, cultivate, and retain the best and brightest human capital better than others in the labor market. Therefore, the challenge that organizations face today is attracting, excelling, and retaining human capital (Chen et al., 2023). In actual fact, if human resources are considered as a competitive advantage for organizations and human resources costs as an investment, attracting quality employees and, most importantly, attracting and retaining elites will be placed as a priority. Elite employees assist an organization with planning, directing, and controlling affairs, and they ensure the organization's success and subsequently reduce the organization's costs by providing effective, unparalleled, and shortcut solutions (Shahlaei, 2016).

Support and retention of human resources is a set of management measures and actions providing the ground for human resources to stay and be retained in an organization. Retention refers to maintaining the security, morale, interest, and professional capability of individuals (Karrar & Zardashtian, 2010). The fundamental goal in attracting and retaining elites in an organization is to create strategic capability and ensure that the organization has elite employees who are motivated enough to achieve a sustainable competitive advantage. Elite management is much more than human resource management; eliteness and elitism are attitudes that should prevail at all levels of a company or organization. Elite management is not a goal per se, and it is not limited to employee development or succession planning, nor is it related to achieving specific tactical goals. In fact, elite management has been created to support the overall goals of an organization (Kim & McLean, 2012).

Evidence suggests that elite talent management encompasses multiple dimensions, among which six are of particular importance. Each of these dimensions includes specific strategies and methods which, when integrated both within and across dimensions, constitute a comprehensive elite management process (Moghimi & Memarzadeh, 2022). The first dimension involves growth and development strategies. These long-term strategies are designed to attract, develop, connect, and ultimately utilize the workforce. The second dimension concerns the attraction and retention of elite talent. In this dimension, the required competencies are defined based on organizational needs, and individuals possessing such competencies are identified, recruited, and supported. The third dimension relates to motivation and empowerment, in which individuals' abilities and talents are nurtured in alignment with organizational needs, while also addressing personal needs such as motivation, personal development, and satisfaction. The fourth dimension pertains to deployment and management, ensuring that individuals are placed in appropriate positions based on their capabilities and talents, with managerial focus directed toward enhancing their performance in these roles. The fifth dimension emphasizes connecting and empowering elite individuals and networks. In this dimension, individuals with related talents and competencies are linked together

to engage in collaboration and knowledge exchange. These connections, even if virtual, play a significant role in enhancing the organization's social capital and advancing its objectives. Finally, the sixth dimension focuses on change and sustainability, aiming to achieve transparent, measurable, and lasting change within the organization while maintaining day-to-day operations (Ewerlin & Sü, 2017). A key consideration in elite retention is the extent to which an organization needs to utilize elite capabilities. Each organization, based on factors such as size, market position, and scope of activity, must define its required level of elite talent and accordingly formulate its strategies and policies in this area. It is of great importance to paying attention to elite retention in organizations, as Armstrong and Brown (2019) and Gagne (2015) have emphasized the need to retain elites in organizations for efficiency. Also, Foster et al. (2014), Afjeh and Ghaffari (2013) have also pointed out in their research findings that elite retention is essential for achieving excellent organizational performance.

Hence, the challenge that organizations face today is to retain elites in organizations. In fact, the lack of talent and elites is the biggest obstacle to the growth of organizations, and compensating for this deficiency is considered a major strategic advantage. Based on statistics published by global organizations, human capital with 77% accounts for the leading role in wealth creation in developed countries, compared to the combined share of natural and physical resources in these countries, which is 23% (Park, 2022). Certainly, elite retention is recognized as one of the most significant and important issues in human resource management in organizations. With a little

reflection on the statistics presented in this regard, it can be found that the economic factor has played an indisputable role in this issue. However, in order to find its root cause, we undoubtedly need to look for factors beyond economic problems. In general, according to what was mentioned above, the need for a comprehensive and systematic approach to the issue of identifying and classifying the factors affecting elite retention in organization is felt more than ever. Thus, the researcher in this study decided to identify the aspects affecting elite retention in organizations and develop a conceptual model for it using a qualitative method with a metasynthesis approach, which is a novel and systematic method.

Methodology

This study is qualitative research conducted using the metasynthesis method based on Sandelowski and Barroso's approach (2006). Metasynthesis is a type of meta-study research method investigating findings extracted from different qualitative studies with similar and related topics and providing a systematic approach for researchers to discover new topics and metaphors by combining multiple studies, thereby expanding current knowledge and creating a comprehensive view of the issues (Ring et al., 2010). Its metasynthesis stages consist of determining the research objective and question, systematically studying the literature, searching for and selecting proper texts, extracting information from papers, analyzing and combining the findings from the studies, quality control, and presenting the findings. These stages are discussed in detail below.

Findings

Stage 1: Developing the research question

In this step, as the first stage of the metasynthesis study, to determine the main objective of the research and to develop and achieve the fundamental research question, various criteria such as what, who, when, and how are considered. Accordingly, to answer the question of "what", based on the conducted investigations, the research addressing the aspects and components affecting elite retention in organizations were studied. Regarding the question of "who", the majority of the works were scientific-research papers published in domestic and foreign journals in English and Persian, which were studied with a qualitative approach. As for the question "when", the selected time period for the studies is from March 21, 2009 to March 19, 2024. Finally, concerning the question "how", which reflects the method chosen by the researcher to collect data, in this study, the findings of qualitative studies related to the subject were analyzed using the content analysis method. Given the above-mentioned materials, the explored fundamental research questions are as follows:

What are the aspects affecting elite retention in organizations?

Stage2: Systematic literature review

The statistical population of this study includes all published papers conducted in the subject area under study. A systematic electronic search of resources was conducted based on the keywords "elite retention", "organizational elites", "elite-oriented organization", "elite management in organizations" and "support and attraction of elites" in domestic scientific databases such as the Scientific Information Database of Jihad Daneshgahi (Sid.ir), the National Publications Database (Magiran.com), the Noor Specialized Magazines Database (Noormags.ir), the Comprehensive Portal of Humanities (Ensani.ir) as well as in foreign scientific databases such as ScienceDirect, Google Scholar and Proquest, etc. In order to determine bounds for the search, the following criteria were considered:

1) Of various scientific texts, including national and international conference papers, conference papers, scientific-promotional papers, and scientific-research papers, only scientific-research papers published in domestic and foreign journals were searched.

2) The time period of the research was considered from March 21, 2009 to March 19, 2024.

3) Research with full text available was selected.

Stage 3: Search and selection of proper texts

After an extensive search in various scientific databases, 682 studies (domestic: 286, foreign: 396) associated with elite retention in organizations were identified. In order to select proper and reviewable studies in metasynthesis, the titles, abstracts, methodologies, findings, and research contents of the identified studies were evaluated so that studies whose methodologies and findings were quantitative and also studies whose full texts were not available were eliminated from the research stages. Finally, 23 studies were considered as the basis for the metasynthesis study in this research. The process of this selection is illustrated in Figure 1.

Figure 1.
Research selection process
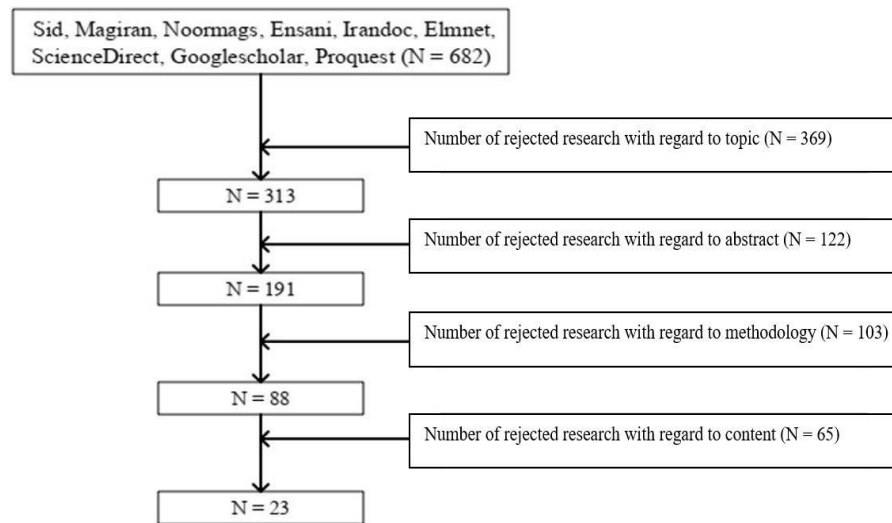
Stage 4: Extracting data from texts

In this step, the studies selected in the previous step were examined using content analysis and contents and concepts related to elite retention in organizations were identified as the main codes. Bengtsson (2016) believes that content analysis is an appropriate method for summarizing, describing, and interpreting data from qualitative research. The results of this step are shown in Table 1.

Table 1.
Identified components related to organizational ambidexterity

Code	Author	Extracted components
1	Sarafaraz et al. (2019)	Reward and recognition, meritocracy, family respect, preserving dignity and honor, psychological characteristics, organizational support, organizational culture, participation, justice, organizational characteristics, satisfaction, commitment, knowledge sharing, risk-taking, individual characteristics, role quality, challenging role, job independence, job characteristics
2	Shateri et al. (2015)	Satisfaction with direct supervisor, organizational culture, clear organizational mission and vision, acceptance of talents, support from senior managers and upstream documents, provision of opportunities for growth and prosperity, organizational atmosphere, organizational image and brand, organizational justice, type and level of colleagues, sense of dynamism in organizations, working conditions
3	Zandi et al. (2019)	Creating job opportunities, providing job security, promoting economic welfare, work independence, promoting social welfare, downsizing organizations, meritocracy, welfare facilities, granting research credits, organic structure, organizational culture, job prestige
4	Nikmanesh et al. (2023)	Relations with knowledge-based centers, relations with international scientific centers, support for creativity and innovation, financial support, meritocracy, justice-based evaluation, performance-based promotion, elite-based recruitment, creation of intellectual property, organic organizational structure, elimination of complex bureaucracies, organizational visions and strategies to retain elites, support for the private sector, transparency, approval of supporting laws and policies.
5	Tahmasebi et al. (2012)	Opportunities for professional and practical development, availability of facilities and financial resources, conditions for carrying out scientific activities, availability of job security, participation in staff affairs, support for family

Code	Author	Extracted components
6	Khaki & Hosseini (2022)	members, creation of suitable working conditions, branding, professional and personal development, suitable conditions of the physical environment Flexibility in working hours, teleworking, suitable physical conditions, study opportunities, teamwork, sense of belonging and permanence to organizations, material and non-material support, organizational commitment, career attitude
7	Khanifar et al. (2020)	Knowledge development, employing elites, training elites, job dynamism, satisfaction and retention, compensation, support from senior managers, supportive management, appropriate working conditions, job rotation, determining path, job security and satisfaction, salaries and fringe benefits, in-service training, knowledge management, competency-based performance evaluation, training courses and workshops, vision, competent managers, succession planning, creating research opportunities, supporting research, retention strategies, alignment with organizational strategies
8	Arvand & Qods (2021)	Transparency in organizational regulations, supportive attitude of managers, communication between elites and managers, creating value for elites, reducing organizational hierarchy and creating an organic structure, management style, accountability, meritocracy, effective evaluation, determining the path and explaining goals, sharing knowledge, communication with educational centers, appropriate foresight, creating a group atmosphere and increasing cooperation, creating conditions for knowledge sharing, compensation for service, salaries and fringe benefits, workplace security, developing interactions with other organizations, promoting communications within the organization, granting special financial privileges, supporting creativity and ideation, creating conditions for creativity and presenting new ideas.
9	Naeem Yavari et al. (2017)	Organizational support for elites, organization's response to elite needs, increasing the organization's trust in elites, meritocracy, strategic planning to retain elites, performance-based evaluation, creating areas for growth and development for elites, granting financial resources, meeting elite needs, manager support, simple and broad organizational structure, foresight, flexible time, value creation and enhancing the status of elites in organizations, material and non-material motivation of elites.
10	Taghizadeh Yazdi et al. (2018)	Organizational credibility, organizational international image, organizational reputation and credibility, granting resources for research, supporting creativity and ideas of elites, work–life balance, creating appropriate opportunities for research and investigation, supporting scientific achievements of elites, workplace security, flexible time, attention to the needs of family members, organizational dynamism, financial support, management style.
11	Moradi & Shokri (2022)	Work–life balance, salaries and fringe benefits, allocation of financial privileges, foresight, promotion of organizational trust, support for elite ideas, meritocracy, justice-based evaluation, establishment of a distributive justice system, transparency in policies and laws, knowledge sharing, management system, support for managers, communication with managers, elite participation and cooperation, increased cooperation and teamwork.
12	Rezaian et al. (2018)	Attending to talents and creating opportunities for competition, creating opportunities to present new ideas, commercializing elite ideas, elite responsibility and commitment, organizational culture, teamwork and attending to group cooperation, meritocracy, performance-based evaluation, determining the path of progress, setting goals, strategic planning, and performance-based payment, delegating authority to elites, financial and non-financial incentives.
13	Tabaqdehi Hosseini (2020)	Participation in decision-making, delegation, job independency, performance-based rewards, participation in goal-setting in the organization, job rotation, sense of usefulness, job enrichment
14	Zahedi & Eshraghi (2021)	Person–organization fit, compensation and value creation for elites, training and career development, job promotion, performance-based evaluation, management system, delegation, employing elites in the headquarters department, satisfactory work environment, participation and communication, knowledge sharing
15	Bamdad Soofi & Emamat (2018)	Freedom of action for elites, participation of elites in organizational decisions, creativity and innovation, organizational credibility and reputation, payment and compensation system, job security, creating opportunities for advancement,

Code	Author	Extracted components
		granting special facilities and privileges, creating research opportunities, paying attention to needs of family members.
16	Ahmadi et al. (2017)	Organizational culture, teamwork, appreciation and encouragement, workplace atmosphere, training and improvement, effective interactions, needs assessment, quality of life, job dynamism, job satisfaction, delegation
17	Bjerregaard & Nielsen (2017)	Suitable working conditions, reward system, motivation, decentralization, management system, work–life balance, communication between supervisors and managers, welfare programs, organizational reputation and brand
18	Smith (2013)	Positive feelings about work, responsibility, productivity, job identity, independence and autonomy in the job, material and non-material rewards, participation, knowledge management, trust in elites
19	Dwomoh & Frempong (2017)	Rewards and compensation for services, financial benefits, supportive management system, work–life balance, organizational good image, reputation and credibility of the organization, suitable and desirable work environment, creating job security, meritocracy, establishing justice and fairness in the organizational structure, creating good relationships with managers and employees, constructive interactions with other organizations, creating value for the elite, supporting the ideas of the elite, promoting the position of the elite based on performance
20	Tumi et al. (2022)	Job enrichment, flexible structure, monetary and non-monetary rewards, attention to needs of elites and their family members, trust in elites, participation in training courses, relations with research centers, promotion of teamwork, support for the creativity and innovation of elites, salaries and fringe benefits, compensation for service
21	Scott et al. (2011)	Opportunity for learning and promotion, high pay, succession planning and delegation, granting more authority to elites, developing communication within the organization, establishing connections with the external environment, boundary spanning, flexible working hours, developing authority, organizational maturity
22	Sleiderink (2012)	Job independency, competitiveness, job development, job satisfaction, job rotation, appreciation, relationships with colleagues, working conditions, job security, promotion opportunities, salaries and fringe benefits, work–life balance, welfare programs, supportive management
23	King (2017)	Creating a supportive atmosphere, providing a path, a suitable work environment, organizational learning, supporting elites, creating organizational identity, evaluation, organizational culture, developing elite retention strategies, flexible working hours, leadership style and management system, salaries and fringe benefits, communication with managers

Stage 5: Extracting information from texts

The metasynthesis method aims to achieve an integrated and new interpretation of the findings. In this step, during the analysis, the researcher searches for themes that have emerged among the findings of the studies under study and, after identifying the themes, forms a classification and finally places related and similar categories in a topic that best describes those classified themes so that these topics are the basis for developing models and theories. This process is known as "thematic review" (Sandelowski and Barroso, 2006). In this research, first, all the factors identified in the studies in question are classified into similar categories, and then the main concepts are formed.

Stage 6: Quality control

The research team members always tried to review and re-code the extracted data in the steps of analyzing the identified factors. However, to ensure the validity of the research results, experts were asked to give their opinions on the accuracy, validity, and importance of selecting sources and the extracted results and do the scoring based on the critical appraisal skills program (CASP)

checklist. Fortunately, the sources were approved by the experts with a quantitative index of over 30 (Appendix 1). Also, to calculate the reliability of the data, the Cohen's kappa coefficient was used. For this purpose, an expert coded the concepts, and then the concepts presented by the researcher were compared with the concepts presented by the expert, and finally the kappa coefficient value was calculated at 0.617,

which is at the valid level of agreement (Gwet, 2014).

Stage 7: Presenting findings

According to the analysis of qualitative findings of 23 final studies, 304 primary codes were identified. After several reviews and revisions, the newly identified codes were summarized into 20 sub-concepts, and these sub-concepts were categorized into 10 main concepts (Table 2).

Table 2.

Codes and concepts of elite retention in organizations

| Main concept	Sub-concept	Open codes
Training & improvement	Knowledge enhancement	Providing conditions for elites to participate in training courses Providing study opportunities for elites Organizing training courses and workshops In-service training
	Organizational learning	Knowledge management Knowledge sharing Creating learning and promotion opportunities for elites Creating conditions for scientific activities Knowledge development
	Participation	Participating elites in organizational decisions Participating and establishing relationships with elites Creating conditions for knowledge sharing for elites Creating opportunities for elite participation in organizational affairs Developing elite participation in long-term and short-term goal setting for organizations
Organizational structure	Restructuring	Creating a flexible organizational structure Downsizing organizations Decentralization in the organizational structure Simple and broad organizational structure Reducing the organizational hierarchy and creating an organic structure Eliminating complex bureaucracies
	Culture building	Developing teamwork Creating a group atmosphere and increasing cooperation Attending to organizational culture in order to retain elites Proving conditions for progress and advancement of elites
Organizational vision	Setting goals	Determining the path of progress Foresight for organizations Alignment with organizational strategies Creating opportunities for professional and practical development of elites
	Strategic plans	Developing strategies for elite retention Strategic planning for elite retention Organizational visions and strategies for elite retention Transparent missions and visions of organizations

Main concept	Sub-concept	Open codes
Developing interactions	External relations	Establishing relations with the environment outside the organization
		Developing boundary spanning within the organization
		Developing interactions with other organizations
		Developing relationships with knowledge-based centers
		Establishing relations with research centers
	Internal relations	Creating opportunities for having relations with international scientific centers
		Developing relations within the organization
		Increasing relations between elites and managers
Job development	Job dynamism	Flexibility in working hours of the elite
		Enrichment of the elites' jobs
		Creating conditions for job rotation
		Creating the conditions of teleworking for the elite
		Promoting job independence
		Increasing job prestige
		Developing the role quality
		The challenging role of elites in organizations
Ideation	Creativity & innovation	Supporting the creativity and innovation of the elite
		Supporting the ideas of the elite
		Creating opportunities to present new ideas
		Commercializing the ideas of the elite
		Creating areas for growth and development of the elite
		Creating intellectual property for the elite
	Research-based organization	Creating research opportunities for the elite
		Supporting the scientific achievements of the elite
		Supporting the research of the elite
		Providing research credits for the elite
		A sense of dynamism in organizations
		Supporting the risk-taking of the elite
Value creation	Organizational credibility	Organization's good image
		Organization's reputation and credibility
		Organization's identity and brand
		Organization's international image
		Type and level of colleagues
	Elitism	Reward and recognition
		Responding to needs of the elite
		Promoting social welfare
		Supporting and honoring family members
		Succession planning
		Delegating authority to the elite
		Needs assessment of the elite
		Promoting the position of the elite based on performance
		Trusting the elite and using them in organizational affairs
Promotion of justice	Evaluation	Performance-based evaluation of the elite
		Establishing an effective evaluation system
		Justice-based evaluation
		Establishing a system of distributive justice
	Meritocracy	Developing transparency in organizations
		Promoting organizational justice
		Attending to talents and creating competitive opportunities
		Establishing justice and fairness in the organizational structure
		Promoting freedom of action for the elite
Management system	Organizational support	Developing job security for the elite
		Establishing a supportive management system
		Creating suitable working conditions for the elite
		Creating suitable physical working conditions for the elite
		Ensuring job security

Main concept	Sub-concept	Open codes
Individual characteristics	Supportive management	Satisfaction with direct supervisors
		Talent acquisition
		Support of senior managers and upstream documents for elites and their plans
		Creating job opportunities
		Supporting the private sector
		Enacting supportive laws and policies
		Elite-oriented recruitment
		Elite recruitment
		Senior managers' support for elites
		Transparency in organizational regulations
	Financial resources	Promoting economic well-being
		Providing welfare facilities to the elite
		Availability of facilities and financial resources
		Work–life balance
		Development of the payment and compensation system
		Providing special facilities and privileges
		Rewards and compensation for the services of the elite
	Personal dimension of the elite	Responsibility of the elite
		Professional commitment of the elite to their organizations
		Satisfaction of the elite
		Individual–organization fit
		Quality of life of the elite in various aspects
		Sense of belonging and permanence of the elite to their organizations

In the final step, after analyzing and categorizing the extracted codes, a conceptual model of the aspects affecting elite retention in organizations was provided with a comprehensive and holistic view.

Figure 2.

Conceptual model of elite retention in organizations
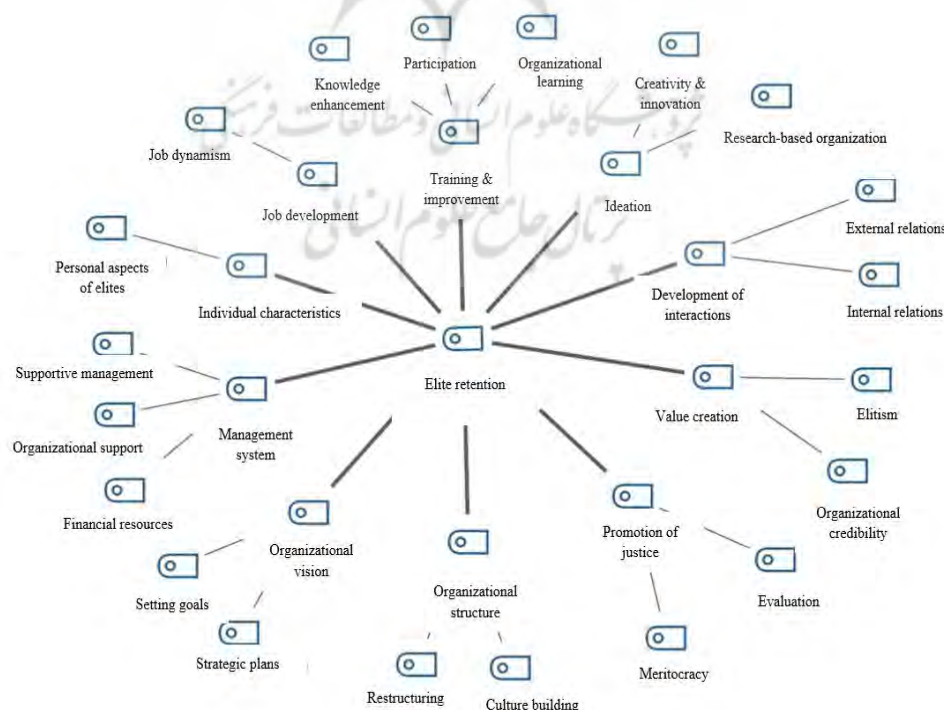
Discussion and Conclusions

Every organization requires strategies and micro and macro planning for its progress and development. The position and role of human resources in these strategies, as the major resources of organizations, are of great significance and prestige. Meanwhile, capable and elite human resources are regarded as one of the important and fundamental resources of organizations. Therefore, they need efficient and elite human resources to achieve their goals. Although managers cannot always prevent their valuable employees from leaving, they can greatly reduce the incidence of this decision by identifying and implementing effective policies and measures to retain them (Hosseinian & Shariati Jam, 2018). In this research, the aspects and components affecting elite retention in organizations were analyzed using the metasynthesis method and by reviewing the findings of qualitative research in domestic and foreign scientific databases. In this regard, 304 initial concepts were identified, which were categorized into 20 sub-concepts, and finally these sub-concepts were summarized into 10 main concepts (management system, organizational vision, organizational structure, development of interactions, ideation, training and improvement, value creation, job development, promotion of justice, and individual characteristics).

In today's competitive world, attracting and retaining elite talent is considered one of the most critical challenges faced by organizations. Management style is a key factor influencing the satisfaction, commitment, and retention of elite employees. Research findings indicate that management style is a crucial determinant in elite retention—an observation also supported by the studies of Zahedi and Eshraghi (2021) and Domo and Frimpong (2017). Organizations that adopt transformational, participative, and supportive leadership styles are generally more successful in retaining and nurturing top talent. Moreover, investing in the development of managerial leadership skills can serve as an effective strategy for sustaining a competent and capable workforce. At the same time, today's managers are increasingly required to enhance their strategic approaches and plan for the development of diverse capabilities across various organizational domains, including elite retention. They must effectively identify pressing and strategic issues and design efficient and appropriate management systems and programs to cope with emerging challenges (Faraji & Sarkhondi, 2017).

The findings of the research on the aspects affecting elite retention in organizations suggested that the management system plays a significant role in the retention of elites in organizations. As confirmation of these results, it can be stated that the management system in organizations is not a direct and linear activity, rather it includes skills that could be used to advance organizational goals. Through these skills, an organization would be developed and the desired goals would be achieved. Efficient management refers to performing tasks with minimal waste of resources and maximum optimal use of resources and opportunities so that the organization can maximize profits. An efficient manager is someone who uses limited resources to achieve the company's short-term and long-term goals. As a matter of fact, efficient management is a dynamic process taking the required measures to

achieve the goals of an organization. Instead of using the entire organization's capabilities to achieve short-term goals, effective management also thinks about long-term goals and, as a result, the stability and durability of the work system (Passarini et al., 2011). On the other hand, today's managers need to increasingly improve their strategic approach and plan various capabilities in different areas of their organizations, such as elite retention. They need to effectively identify pressing and strategic issues and design and develop appropriate and efficient management programs and systems to deal with difficulties (Faraji & Sarkhondi, 2017).

Developing organizational visions is one of the solutions to control the future that determines the destination of various organizations and coordinates the direction of all activities towards that destination. The organizational vision, by indicating the destination and orientation towards the outlined vision, is actually a guiding light for managers who are in search of new methods in the field of management (Nikdast, 2022). In point of fact, determining the organizational visions regarding elite retention in organizations determines the goals of all activities and group and individual efforts, and it plans the way those goals are achieved so that managers can identify what organizational structure they should use and what type of employees with what expertise to employ for each position and which style of leadership and supervision to use. Therefore, it can be said that organizational vision is actually the foundation of management, especially concerning elite retention in organizations. Furthermore, in the current competitive world, managers employ the tools of organizational restructuring and

development to achieve goals, eliminate organizational inadequacies, increase productivity, change and adapt more to new activities, and use all expertise and abilities, retain elites, creatively organize with the aim of getting rid of prohibited or harmful activities, expand activities, focus on resource management, and separate the responsibilities of departments and individuals (Eriksson & Kjeang, 2021). It is worth noting that relationship management and development of interactions with employees and elites in an organization is a strategy for collecting their needs and business behaviors so as to lead to creating stronger relationships with them, as a strong relationship in this context is the most important secret to the success of any organization. The goal of employee relationship management is to empower the organization to provide better services to customers by introducing reliable automated processes for service, information collection and processing, and it tries to integrate and automate various customer service processes.

In this regard, one of the important tasks of managers in organizations is to identify the potential talents of employees and provide the foundations for their growth and prosperity by designing strategic plans and supportive management that provide the basis for attracting and retaining elites in the organization (Masoumi et al., 2023). In line with the above, the results of the research showed that indicators for determining the vision and developing the organizational structure for retaining elites are a very important strategic measure for the long-term success of any organization, which is consistent with the findings of the research of Nikmanesh et al. (2023), Arvand & Ghods

(2021), Zandi et al. (2019), and Tumi et al. (2022) in this field.

The research findings showed that the components of ideation and training play a prominent role in retaining elites in the organization. Elites often seek intellectual challenges and opportunities for creativity. Providing an environment for ideation makes them feel valued and their opinions influential. This sense of participation increases job satisfaction and, as a result, reduces the desire to leave the organization. When elites are involved in ideation processes, their sense of ownership over projects and the future of the organization is strengthened. This sense of belonging is a key factor in their long-term retention. Also, continuous training, especially training that is designed to suit the level and needs of elites, helps them grow in line with scientific and technical advances. This strengthens the sense of career advancement and increases the likelihood of them remaining in the organization, so that targeted training programs can identify and cultivate the managerial talents of elites. This growth path draws new horizons for them, which reduces the motivation to leave the organization and increases loyalty (Ranjbar and Darai-Manfared, 2017). Therefore, there is no doubt that by creating favorable conditions for ideation, training, and improvement, as well as developing organizational infrastructure in this regard, organizations can be very successful in retaining elites and increase their chances of retaining the organization's valuable and elite human capital several times over. The importance of these results has also been pointed out in the research findings of Moradi and Shokri (2022), Rezaian et al. (2018), Taghizadeh

Yazdi et al. (2018), and Dwomoh & Frimpong (2017).

The research findings showed that the components of value creation, attention to individual characteristics, and promotion of justice in the organization have a major impact on retaining elites in the organization, which is consistent with the findings of Zahedi & Eshraghi (2021), Shateri et al. (2015), King (2017), and Scott et al. (2011). Regarding these results, it can be explained that in order to provide desirable and acceptable behavior in line with the organization's goals, human resources should be both motivated and feel valued in the organization. This is achieved by identifying behavioral reasons or causes of desire and reasons for employees' motivation and satisfaction so as to direct their behavior towards achieving organizational goals and in order for them to be employed by competent and competent managers in a timely manner with the aim of creating a desirable and appropriate work environment (Jahangiri, 2021). Therefore, valuable and elite human resources are the most significant competitive advantage and the main factor in the success of organizations. In this regard, organizations need organizational advantages to achieve competitive advantage and retain elites in the organization, one of which is focusing on elite human resources and creating value for them (Sanchez et al., 2019). On the other hand, paying attention to individuals' personality aspects, especially in the organization's elites, is one of the issues that can help organizations achieve productivity. Personality is a set of emotional and behavioral traits surrounding and accompanying an individual in their daily life. One of the main and fundamental topics of psychology is unquestionably personality

traits. Since these traits form the basis of individuals' behavioral systems, addressing this topic can shed light on specific aspects of individuals' performance in various fields, such as increasing commitment and retention in organizations. Additionally, a clear example of this is the effect of individuals' personality traits on their job performance in organizations (Oladi et al., 2018).

Elite and efficient human resources play a vital role in various national fields. Human resources are the most important organizational capital; therefore, desirable management is considered very important in order to retain elites in organizations. The management of elite and talented human resources represents a paradigm shift from traditional human resource management to modern human resource management that includes special attention to organizational elites. Thus, it is proposed:

1. Developing and institutionalizing a comprehensive system for retaining and maintaining elites in organizations
2. Networking and creating institutions to establish relationships with elites in organizations
3. Establishing a meritocracy system in various fields for elites
4. Participating elites in the organization's staff affairs in order to strengthen a sense of commitment and responsibility
5. Creating financial support and welfare and economic facilities for elites in organizations
6. Mapping a path of progress for organizations' elites
7. Creating areas for knowledge sharing for elites in organizations

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