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CASE STUDY

Designing star employee retention model

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ABSTRACT

BACKGROUND AND OBJECTIVES: Star Employees are high performers who have little chance of staying with an organization unless they can get more value than what they have created. Identifying and keeping star employees is the concern of many organizations today. This research seeks to identify the factors that Retention organizational stars.

METHODS: This research was conducted using a mixed method. First, using the qualitative method of content analysis, the dimensions of the star employee model and their retention techniques were identified, and then confirmed by the structural equation modeling method of the star employee model, and finally, after identifying the star employees, the retention techniques was extracted using the fuzzy Delphi technique. The statistical population of this study consists of Petroleum engineering and development company managers and their subordinate Star employees. To collect data, the purposeful sampling method was used with 8 selected experts through a questionnaire in person.

FINDINGS: Research findings showed that the Star employees are people with six characteristics: performance (β=0.865, $p<0.01$), visibility (β=0.737, $p<0.01$), social capital (β=0.537, $p<0.01$), status (β=0.891, $p<0.01$), creativity (β=0.905, $p<0.01$) and rareness and inimitability (β=0.913, $p<0.01$). Also, 16 indicators were identified as the retention factors of Star employees by fuzzy Delphi method. These factors were classified in the form of two dimensions "focus on the individual/organization" and "short-term/long-term time".

CONCLUSION: Based on the research results, in order to retention star employees, organizations should use different techniques: job design in such a way that there is freedom of action, work independence and flexibility, creating a flexible and creative work environment, creating a flexible and agile organizational structure and to benefit from a learning organization with a suitable social position, so that they can benefit from their capabilities and capacities in realizing organizational goals.

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INTRODUCTION

The success and credibility of a company depends on the quality of its human capital, as a result, many organizations make a special investment in retaining their Star Employees (SE), who have high visibility in the foreign labor market (Kehoe and Tzabbar, 2015). SE are people who are widely and consistently recognized as people with desirable and rare characteristics who have exceptional outcomes (Asgari *et al*., 2021). In terms of loyalty, SE have little loyalty to the organization and more loyalty to the profession. From a performance perspective, they are much more valuable than their low-performing colleagues. As a result, such employees request higher rates from the point of view of economic value during employment negotiations (Morris *et al*., 2020). Morris and Oldroyd (2017) showed that stars had a higher workload compared to other employees. A higher workload often leads to burnout and increases the likelihood that stars will leave the organization in search of a more attractive dance partner. In fact, researchers have pointed out this deficiency in the literature and called for a more dynamic model for how to manage SE (Morris *et al*., 2020). SE are creative and innovative people (Li *et al.,* 2020) and in the last decades, large organizations have paid more attention to the topics such as creativity and innovation in organizational level because of changes and evolutions in the increasing competition field and unreliable environmental conditions. (Tajpour *et al*., 2018***).*** The overall value of the company is realized by a small fraction of elite employees. For example, 80% of company sales are often attributed to 20% of employees. In the field of professional service industries, they carry out a major part of the business and form the main knowledge asset of the organization (Kang *et al*., 2018). These employees have a wider employment opportunity than their peers (Kang *et al*., 2018). Also, social science thinkers have understood this situation for a long time that having a suitable position and social prestige can help individuals and organizations to attract resources and development opportunities (Kim and King, 2014). According to the report of McKinsey Consulting Center, the demand of companies to attract human capital has increased to the level of SE (Asgari *et al.,* 2021). What has terrified today's organizations is the inability to attract and retain stars. They are essential in order to achieve the successful performance of companies. Especially in high-tech industries, stars have a significant impact on innovation. Bell Labs, for example, is the largest and most productive private sector that has brought together technical stars and has 9 Nobel Prize winners, leading global competition. They have developed transistors, lasers, Unix, C Plus Plus, radio astronomy and photovoltaic cells (Asgari *et al.,* 2021). From the perspective of Agrawal *et al*. (2017), the presence of SE in the organization leads to the improvement of the quality of recruitment and increase in productivity. Zucker and Darby's (2009) research showed that stars scientists have a significant impact on the early stages of new ventures. Looking at technology commercialization from the 1980s to the 1990s, Zucker and Darby (2009) also showed that stars scientists have a direct effect on a number of important investment characteristics, such as: company location, timing of initial public offering, dollar amount raised in initial public offering, and product development (Fuller and Rothaermel, 2012). Maintaining valuable employees is a vital task for organizations so that they can introduce themselves to their audiences as competent and efficient organizations (Bustos, 2022). Stars have a high chance of being hunted due to their high performance and ability to be seen by competitors. For this purpose, companies take various measures to maintain stars (Tzabbar and Baburaj, 2020). The separation of a star from the organization is not only dangerous for the organization's performance, but it can also indicate the star's entry into a rival organization (Aguinis and Oboyle, 2014). The main assumption about Employee Retention (ER) is that the ability to attract and retain employees is necessary to obtain a Competitive Advantage (CA) for organizations. Organizations are disinclined to terminate their employees due to the expenses associated with recruiting and training new staff. Additionally, they acknowledge that the depletion of knowledge and human capital has an adverse impact on productivity. While the costs of leaving the service are high, this cost is often hidden from the managers and they give priority to other technical and managerial issues instead of leaving the service of employees (Parmenter and Barnes, 2021). One of the primary concerns of managers in the past century has been the issue of employee turnover. Rubenstein *et al*. (2017) found that the cost of replacing employees who leave an organization is more than 200% of annual salaries for recruiting,

hiring, and training employees. In addition, the departure of employees can lead to the alienation of customers (by disrupting the provision of services), reduce performance (the departure of talents from the organization and the entry of technical knowledge to competitors), hinder the diversity of the workforce (the departure of women from the organization) and employees remaining weakened (by increasing the workload of people who left the organization). Finally, employee turnover can inspire others to quit (Lee *et al*., 2018). The departure of a SE from the organization affects not only the productivity but also the reputation of the organization (Call *et al*., 2015). According to the above, the importance and necessity of research can be mentioned in the form of the following points: (Fig. 1):

What is raised as a problem in this research is the existence of different definitions and attitudes towards the SE and how to retain a SE who is an expert in his field of expertise and a brand in the relevant industry in the organization. Theoretical and experimental studies show that there is a theoretical vacuum in the field of SE and their retention in organizations, and this research answers the following two questions:

- What are the characteristics of a SE?
- What is the SE retention model?

This research, with a mixed method (qualitative-quantitative), seeks to extract the meaning and concept of SE from the theoretical foundations and viewpoints of organizational experts, and then seeks to design a star retention model from the perspective of SE.

In this article, at the beginning, the theoretical foundations of the concept of SE and ER techniques have been investigated. In the next step, after the research methodology, based on the data collected from research experts, the definition of the characteristics of SE will be analyzed and examined and their retention model is discussed and finally, the calculated models are presented in the conclusion section.

The concept of SE

Scholarly work on star actors has its roots in the era of the big manufacturing giants after World War II (Whyte, 1956). Whyte main finding was that in static industries, average employees are preferred, while stars are desirable in dynamic environments (MacKinnon, 1966). From that initial study, researchers began to identify other characteristics of stars, such as creativity and credibility. Over the following decades, a narrative emerged that conceptualized stars as rare contributors to the company's success. The productivity of its stars is so exceptional that their output cannot be replaced by other employees. Hunter *et al.* (1990) showed the importance of stars in high-complexity jobs and stated that their productivity is twice that of average workers (Asgari *et al*., 2021). The star has been defined in different ways in the theoretical literature. Many studies have focused on productivity, as the social aspect that has been identified from stars, other studies tend

Fig. 1: Importance and necessity of research

Tabe1: Dimensions of SE

Row	Dimension	Reference
1	Productivity	Hunter *et al*. (1990)
2	Celebrity status	Hoegele *et al*. (2014)
3	Performance and external position	Terry (2017)
4	Status and performance	Kehoe *et al*. (2018)
5	Performance	Chen and Garg (2018)
6	potential, performance and Expertise	Woolley (2019)
7	knowledge, performance and visibility	Tzabbar and Baburaj (2020)
8	Creativity	Li *et al*. (2020)
9	Performance, Visible, Social capital	Call et al. (2020)
10	Unique, exceptional knowledge, extraordinary performers, visible, social capital	Call *et al*. (2020)
11	Desirable, rare and exceptional outcomes	Asgari *et al*. (2021)
12	Performance, visible	Taylor and Bendickson (2021)

to present stars as individuals who possess specific characteristics. Call and his colleagues examined stars from the perspective of three disciplines - economics, sociology and management - and presented a coherent definition, stars are employees with a high and long-term level of: 1. performance 2. Visible 3. Social capital is identified. Terry (2017) emphasized that the difference in performance and external position. SE are referred to as a type of unique human capital that not only have exceptional knowledge, but also influence the performance of the organization. Stars are conceptualized as extraordinary performers, their performance is visible inside and outside the organization, and they also have high social capital. These features make stars stand out from others (Call *et al*., 2020). The most fundamental consequence of star employees SE is performance. Producing a high level of individual performance is essential in defining stars, and their individual level performance is well visible (Taylor and Bendickson, 2021). SE bring technical resources, with company and industry knowledge, with a high level of performance and visibility in the foreign labor market. For example, the best software developer in Apple is several times more productive than his competitors (Tzabbar and Baburaj, 2020). Li *et al*. (2020) consider creative stars to be those who have shown high creativity compared to colleagues and also have a reputation for Creativity. Creative stars have skills that make them particularly adept at executing and directing creative combination (Liu, Mihm, and Sosa, 2018). Chen and Garg (2018) consider stars as people who have a high individual contribution to their organization and follow the 80-20 rule. Superstars are defined as individuals who dominate their field through exceptional talent or tremendous popularity. CEOs and other managers can Achieve Celebrity status and their image can act as a "mirror reflecting the reality of corporate actions" (Hoegele *et al*. 2014). This point is important in identifying and defining organizational stars, that star is a continuous category and based on the situation, one person can be more star than another person, or in other words, in comparison, from a higher position than other stars. to have (Aversa and Marino, 2017). According to Woolley (2019), the difference between SE and other employees is their high potential, extraordinary performance and expertise. Based on the above definitions, stars are defined as: "rare and unique human capital that is associated with the characteristics of extraordinary performance, high social capital, visibility, special status and creativity". The theoretical structures of SE are shown in Table1:

SE theories

Incomplete Contract Theory This theory is intended to explain the management of exchanges that are created with certain investments in such a way that the future consequences cannot be clearly determined at the time of the contract. In HR, if an employee produces knowledge that creates value for the company and is also visible and valued by competitors, that employee is likely to receive alternative job offers. Rather than losing an employee to a competitor, the organization may renegotiate the employee's salary rather than letting the employee leave the organization. This is the renegotiation of the dance between the SE and the organization. This action increases the potential of economic value creation. By creating the opportunity

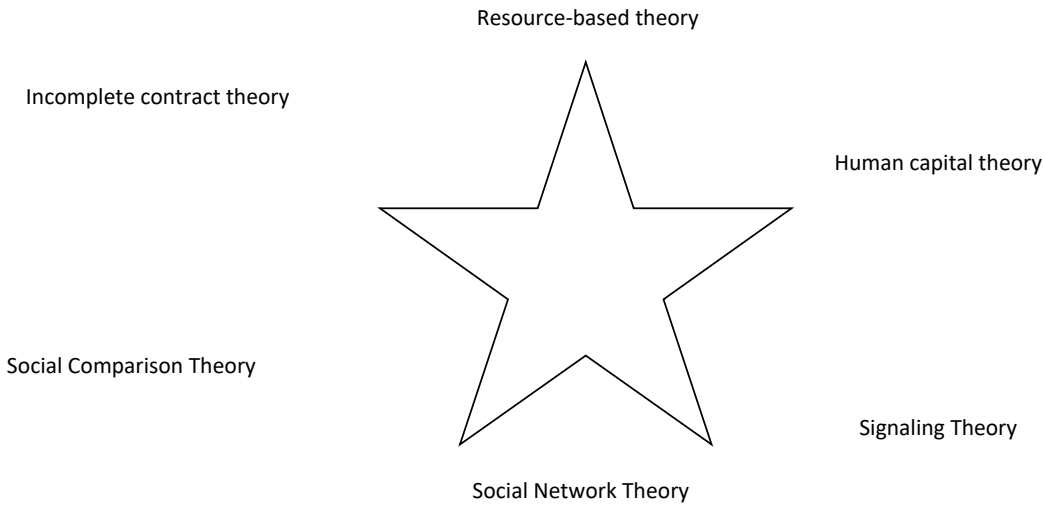

Fig. 2: SE theories

for stars to gain more value and keeping them in the company, the company can gain more value than competitors (Morris *et al.,* 2020). Resource-based theory Firms that possess resources that competitors cannot easily copy or replace such as human capital will outperform firms that lack such valuable resources. Knowledge, skills, abilities and other characteristics that make up the human capital of a company are the most valuable and inimitable resources that an organization can have to achieve a competitive advantage. Human capital theory states that an organization›s human resources are a key source of CA because superior talent can contribute transparently to organizational performance. Human capital becomes a more strategic resource while doing work and progressing in a job. People with higher levels of human capital are highly desirable to organizations and are usually difficult to find, recruit, and retain. Individually, a higher level of human capital is associated with higher performance, career advancement, career success, and better compensation. What makes human capital different from other assets is that people cannot be separated from their knowledge, skills and abilities. Researchers consider human capital as a resource at the unit level, which is a set of knowledge, skills and abilities of people within the unit (Terry, 2017). Signaling theory is useful for describing behavior when two parties (individuals or organizations) have access to different information. This theory has a prominent position in various management texts, including strategic management, entrepreneurship and HRM. From the point of view of Connelly *et al.* (2011), the key constructs of signaling theory include: honesty of the signaler (authenticity and authenticity), reliability (credibility) of the signal, cost of the signal, visibility (intensity, strength, clarity and visibility), appropriateness (value and quality), frequency (timing), consistency, receiver, receiver attention, receiver interpretation (calibration), feedback/environmental cross-signals (feedback), and distortion (Connelly *et al*., 2011). Theory of social networks, the social capital of stars, enables them to have good access to advanced knowledge, thereby identifying new opportunities and discarding obsolete institutions. The importance of social mechanisms in the production of new knowledge indicates efforts to change the scientific focus from the unique productive capacities of stars to their networking ability. Social capital affects the company's results (Asgari *et al*., 2021). Social comparison theory was first presented by Festinger (1954), which suggested that people have an innate desire to evaluate themselves and often do this in comparison with others. In this way, the analysis of people themselves in relation to others is done. In this way, people evaluate their skills and progress and compare their performance with other colleagues (Fig. 2).

ER

The traditional thinking was that employees stay in the organization because they are satisfied with their jobs, committed and feel supported by their founder. However, Mitchell and Lee challenged this conventional thinking and pointed out that there are various reasons why employees stay in an organization. Instead of a linear relationship between job satisfaction, organizational support, commitment and retention, they see the life of employees as a network with several internal and external continuums of the organization, which are different in terms of number, strength and connection. The strength of these strands may increase one's longevity and reduce the tendency to disorder. They call this job embeddedness, which consists of three factors: ties, compatibility, and sacrifice (sacrifice). Links can be inside or outside work, formal or informal social, psychological and financial connections. Suitability expresses the perceived compatibility of the employee or his comfort with the values and customs of the institution (internal) and society (external). Sacrifice is defined as what the employee has to lose (financial or non-financial) if he decides to leave the job. Various job-related parameters include (Mitchell *et al*., 2001): friendships, volunteer activities, seniority benefits, childcare/schooling, career development, family support, tuition payments, affection, childcare facilities, religious associations, retirement benefits, home ownership and other job-related parameters.

Retention strategies

Scott *et al*. (2020) identified retention strategies under the heading of 5Cs that not only improve retention but also combat burnout and disengagement. These five strategies include: socializing and communicating, communication and cooperation, creating learning opportunities, skill (job independence) and celebration.

Retention typology

From the point of view of Reiche (2008), the typology of human resource methods to Retention employees can be distinguished in two axes: first, the time frame in which they can be applied and second, the nature of the work relationship that they exist and can be directed to the control of leaving the service should be more appropriate (Fig. 3).

Morris *et al*. (2020) have proposed the term dancing with the stars, which means that the cooperation of the organization and the stars is like dancing. There are times when the organization must lead the dance. The organization tries to prevent SE from finding another dance partner by paying them money, and it should also try to benefit from their work value, and both dance partners should benefit from this dancing. In order to better understand the dance between SE and the organization, Morris *et al.,* (2020) state that the process of who receives value and when should be understood. Doing so requires a dance of exchange value between the organization and its employees to achieve stardom. According to researchers, this dance begins when the general and special human capital of the company is developed and value creation for the organization occurs, but in this situation, the ability and marketability of employees also increases. The challenge the organization faces is how to balance and negotiate value capture, because the skills acquired by employees are more valuable to the organization and visible to external competitors (Morris *et al*., 2020). Boxall (2013) addressed the necessity of Aligning individual interests of employees with organizational interests and presented the dynamic fit model. Collings (2017) pointed out that organizations should see their employees as stakeholders, where the organization not only strives to find employees who align with their vision, but also align their vision with their rapidly changing skills and preferences. Sparrow and Makram (2015) introduced the development of dynamic capabilities and global knowledge to develop a value-based framework for retaining top talent. Bustos (2022) maintaining valuable employees is one of the hard tasks of HRM, and having a positive reputation of the organization is an important factor for these employees to decide to stay or leave the organization. Employees are generally attracted to positions that involve promotion and higher pay. This is true of SE, where stardom requires higher pay, prestige, and status. For example, Campbell and colleagues found that when high performers leave an organization, they are likely to move to positions that provide more value than they create. Because of reputation, organizations with higher status can provide stars with more resources, better colleagues, higher pay, and better prestige and status, and may help them gain access to new, higher-value customers. Therefore, a star is likely to move from a company to get more points. Campbell

Fig. 3: Typology of ER (Reiche, 2008)

et al. (2012) showed that high performers who leave the organization go to smaller organizations. While the stars are pointing to companies with a higher position than before so that they can capture more value from what they have created, companies with a lower position may be able to have more credibility locally and domestically. They may also allow stars to maximize their bargaining power and tend to give stars a larger share of profits than high-profile companies with multiple stars. They can also give a higher share of decision-making authority to the stars and increase their status and influence. Bargaining power stemming from star position is therefore likely to be enhanced for stars moving from one firm to another with lower temporality. This argument also expresses the findings of Mohammad and Nathan (2008), who found that stars who go to companies with a lower position will have higher wages, less workload, and more status. Knight (2017) states that in order to manage SE, attention should be paid to various factors, which include: Thinking about their development, giving them work autonomy, not giving

Table 2: Different Techniques of ER

Row	Technique	Reference
1	Friendships, volunteer activities, seniority benefits, childcare/schooling, career development, family support, tuition payments, affection, childcare facilities, religious associations, retirement benefits, home ownership	Mitchell *et al*. (2001).
2	higher wages, less workload, and more status	Mohammad and Nathan (2008)
3	Job enrichment Job autonomy Teamwork Employee participation/empowerment Joint performance evaluations Firm specificity of training Promotions	Reiche (2008)
4	Pay / benefits contingent on task and contextual performance Allocation of office space Reduction of role ambiguity/conflict Assessment of candidates' job mobility	Reiche (2008)
5	Tailoring of jobs to employee skills Realistic job previews Timely performance feedback Flexible and organic work structures Review of candidates' personal attributes/interests Training with general content Mentoring programs	Reiche (2008)
6	Nurturing of a strong corporate culture that stresses interpersonal relationships Distributive and procedural justice Seniority-based pay Career planning and internal Labor markets Attractive working conditions	Reiche (2008)
7	Better colleagues, higher pay, and better prestige, share of decision-making authority and status	Campbell *et al*. (2012)
8	Aligning individual interests of employees with organizational interests	Boxall (2013)
9	employees as stakeholders	Collings (2017)
10	Development, work autonomy, enough feedback, fair division of work, paying attention, work networks,	Knight (2017)
11	Development of dynamic capabilities and global knowledge	Morris *et al*. (2020)
12	Reputation of the organization	Bustos (2022)

too much positive feedback (giving enough feedback), managing the workload of the stars (ensuring a fair division of work), paying attention to the level of group dynamics (stars can be stressful), encouraging stars to create relationships with colleagues (encouraging work networks), don't be selfish (Table 2).

MATERIAL AND METHOD

This study was conducted from a quantitative-qualitative approach to investigate the characteristics of SE and ER techniques in Iran in 2023. In the first step, the theoretical structures of SE were extracted by conducting a survey on theoretical bases and with a qualitative-content analysis approach. In the second step, the model of SE was validated with the method of structural equation modeling based on the opinions of experts. The participants in this section were 30 senior and middle managers of the Petroleum engineering and development company, which can be seen in Table. 3. In this section, the statistical population was selected by the whole number method. In the third step, organizational

Table 3: Research participants

Research participants		
Organizational position	Senior Managers	10
	chiefs of staff	8
	Project managers	12
Sex	Male	23
	Female	7
Education	Bachelor's degree	13
	Master's degree	12
	PhD	5
work experience	Less than 10 years	2
	Between 10 and 15 years	8
	Between 15 and 20 years	8
	More than 20 years	12

stars were identified based on the opinion of the managers of the Petroleum engineering and development company and based on the SE model. In this step, all employees of the company (183 people) were evaluated from the point of view of the star model, and 8 people were selected as stars with an average score above 90 out of 100. In the fourth step, various ER techniques were extracted from the theoretical bases and confirmed by the fuzzy Delphi method. The participants of this section were 8 SE of the company. The procedure for conducting the research is as described in Fig. 4:

To collect the data, the purposeful sampling method was used with 8 stars through a questionnaire in person, and the validity of the questionnaire was estimated to be 0.69 using the relative content validity method, using the expert opinions, which shows the approval. The questionnaire has validity. Also, the correlation of the answers based on the test-post-test method was achieved at the rate of 0.78, which has brought the reliability of the questionnaire.

RESULTS AND DISCUSSION

In this section, the validation of the developed model of SE has been discussed first. For this purpose, Structural SEM has been used. Fig. 5 shows the output of SmartPLS3 software in standard mode.

The factor loadings of all Constructs and items are larger than 0.5 and significant on their corresponding factors (Tables 4 and 5). As shown in Table 4, Cronbach's alpha and composite reliability of all constructs are larger than 0.7, suggesting that the measurement model has acceptable reliability. Meanwhile, Average Variance Extracted (AVE) of each construct exceeds the threshold of 0.5, demonstrating acceptable convergent validity. Further, the square root of AVE of each variable is larger than the correlations between the variable and other variables, supporting acceptable discriminant validity by Fornell and Larcker (1981). Finally, the Goodness of Fit Index (GOF) has been calculated as 0.482, which is greater than the criterion value of 0.3 and indicates the appropriate fit of the model.

In the following, using the indicators of the developed model, a checklist was prepared and 8 SE were identified by surveying the statistical population of the first part, i.e. top and middle managers of the oil company. These 8 people formed the statistical community of the second part to present the star Retention model.

Fuzzy Delphi method

Step 1. Collect the fuzzify expert opinions

This process involves converting all linguistic variables into triangular fuzzy numbers. The triangular fuzzy number is represented by a triplet (L, M, U), where "L" represents smallest likely value, "M" the average, and "U" the largest value. Then, the triangular fuzzy number is used to generate a fuzzy scale, which uses a Likert scale to convert the linguistic variables into fuzzy numbers. The number of levels for the fuzzy scale is odd. In this research, all the data have been converted into the form of triangular fuzzy numbers based on a five-point fuzzy scale, as stated in Table 6.

Table 7 shows the opinions collected from SE in the form of a Likert scale.

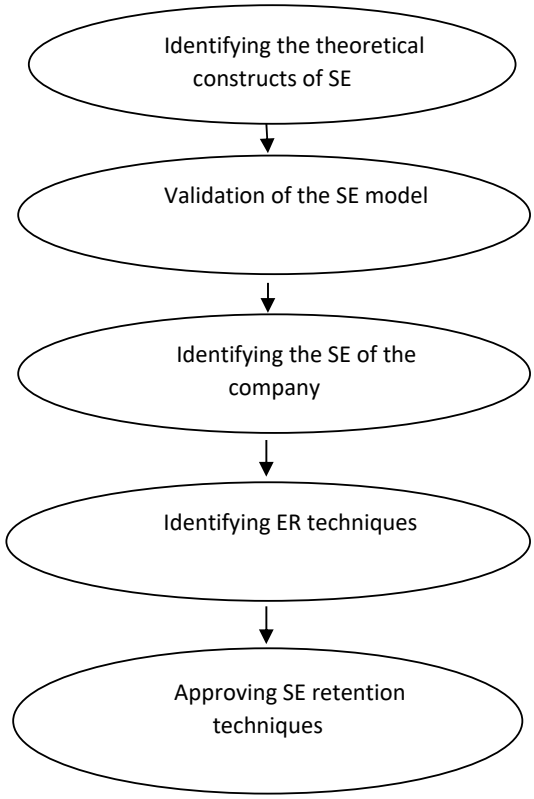

Fig. 4: Search Procedures

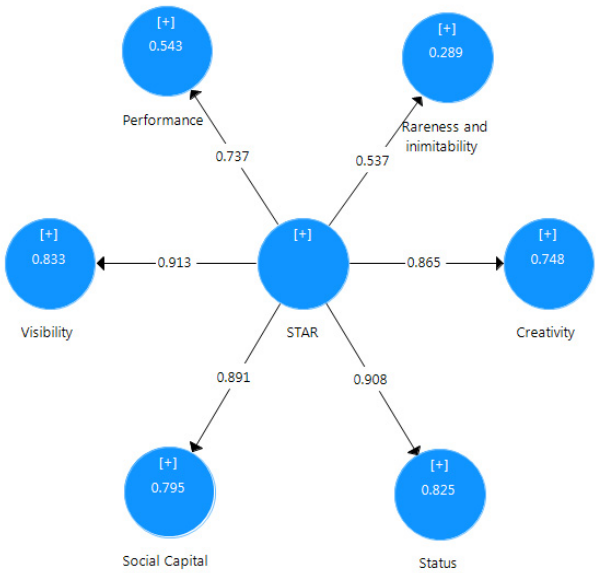

Fig. 5: Model of stars in standard mode

Table 3: Item descriptive statistics

Constructs	Items	loadings	T
Performance	The capacity to develop the team	0.751**	5.199
	Self-directed capacity	0.887**	20.656
	Appropriate scientific capacity and skills	0.951**	48.369
	Successful in achieving the goals of the organization	0.819**	11.839
	The capacity to lead and influence	0.869**	26.487
Visibility	Awarding others about the good job he/she has done in the organization	0.600**	3.252
	Familiar of other employees with one's achievements	0.904**	25.286
	Visibility of person's performance to other organizations	0.915**	37.432
Social Capital	Having a strong professional network	0.970**	103.985
	Talking to the right person when something goes wrong	0.938**	32.409
	Does this person make all the right and proper connections to get the job done	0.939**	32.508
Status	Having a social and respectable position	0.894**	25.119
	having a special position in the organization and work team	0.940**	46.964
	Having a special place and position in his industry and profession	0.921**	24.870
Creativity	Having new and interesting ideas in the organization	0.906**	20.127
	Having breakthrough ideas to solve the organization's problems	0.933**	36.949
	Having ideas that create a competitive advantage	0.923**	30.931
Rareness and inimitability	Having capacities and capabilities that are not easily accessible in the labor market	0.968**	9.343
	Having professional capacities that cannot be imitated easily	0.967**	8.094

Note: *** p < 0.001

Table 4: Reliability and Validity

Constructs	Loadings	AVE	Cronbach's alpha	Composite reliability
Performance	0.865***	0.736	0.909	0.933
Visibility	0.737***	0.671	0.742	0.856
Social Capital	0.537***	0.881	0.955	0.967
Status	0.891***	0.865	0.922	0.951
Creativity	0.908***	0.661	0.723	0.849
Rareness and inimitability	0.913***	0.503	0.711	0.784

Note: *** p < 0.001

Table 5: Fornell-Larcker Criterion for discriminant validity

Constructs	1	2	3	4	5	6
1.Performance	0.858					
2.Visibility	0.550	0.819				
3.Social Capital	0.418	0.809	0.949			
4.Status	0.460	0.833	0.916	0.919		
5.Creativity	0.541	0.734	0.731	0.822	0.921	
6.Rareness and inimitability	0.713	0.400	0.282	0.278	0.280	0.968

Note: Values on the diagonal are square root of AVE

Step 2. Fuzzy aggregation of opinions

In the second step, experts› opinions should be aggregated according to linguistic variables that have been converted into fuzzy numbers. Several methods have been proposed for fuzzy aggregation of expert opinions. If the opinions of each of the experts are displayed as triangular fuzzy numbers (l, m, u), the simplest way to calculate the fuzzy

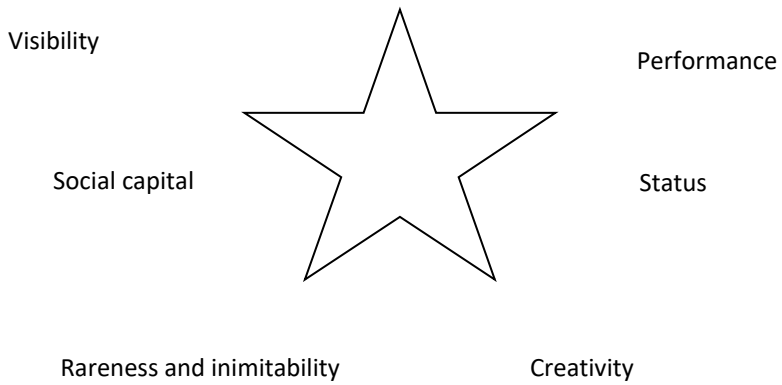

Fig. 6: Organizational star model

Table 6: Seven point of fuzzy scale (Habibi *et al.,* 2015)

Scale	Level of Consensus	Fuzzy Scale
1	Strongly Disagree (SD)	(0.0,0.0,0.25)
2	Disagree(D)	(0.0,0.25,0.5)
3	Moderately Agree (MA)	(0.25,0.5,0.75)
4	Agree(A)	(0.5,0.75,1)
5	Strongly Agree (SA)	(0.75,1,1)

average of the experts› opinions is as Eq. 1:

$$F_{AVE} = \frac{\sum l}{n}, \frac{\sum m}{n}, \frac{\sum u}{n} \quad (1)$$

The data analysis is based on calculations on triangular fuzzy numbers, with the aim of comparing with the threshold value (d). To get expert agreement, the condition that must be met is that d is greater than or equal to 0.7, otherwise, the second round must be implemented (Habibia *et al*., 2015). However, in this study, the second round was not conducted due to unsatisfactory evaluation results. The data obtained on a Likert scale were calculated using Microsoft Excel and presented in Table 8.

As stated, organizational Star Retention Model can be present in Fig. 7:

CONCLUSION

SE are individual who have a significant contribution to the performance and success of the organization and are easily identified and hunted by competing organizations. Today, one of the main concerns of human resources managers is identifying and Retentions SE in the organization. The purpose of this research is to identify the characteristics of SE and design a model for their retention in the organization. This research, with a mixed method, first with a qualitative method, sought to identify the characteristics of SE, and then with a quantitative method, it was used to identify the techniques that Retention SE in the organization. The results showed that Star employees have six characteristics: performance, visibility, Status, Social capital, creativity and Rareness and inimitability. Also, the results showed that the techniques of Retention SE can be classified according to two-time dimensions (short-long time) and focus (Individual-organization). In the short-term time dimension and focusing on Individual, organizational stars are considered on the parameters of reaching a better organizational position, paying attention to individual interests, receiving feedback about the way of functioning and granting work independence to do the work. In the long-term time dimension and focusing on Individual, organizational stars are considered on the parameters of organizational promotion, existence of career development, creation of learning

Table 7: Gathering experts' opinions with five-point Likert scale

Index	Star1	Star2	Star3	Star4	Star5	Star6	Star7	Star8
C1	D	A	A	A	D	A	SA	A
C2	D	SA	SA	MA	MA	A	A	A
C3	MA	A	SA	SA	MA	MA	D	MA
C4	MA	A	SA	A	D	MA	D	MA
C5	MA	A	SA	A	MA	SA	D	A
C6	A	A	SA	SA	MA	MA	D	MA
C7	A	MA	MA	MA	MA	A	A	A
8	A	SA	A	SA	A	A	SA	A
9	5	SA	MA	SA	SA	D	D	D
10	A	A	MA	MA	MA	A	A	A
11	MA	A	A	A	A	SA	A	A
12	A	A	A	SA	A	A	A	A
13	MA	MA	A	A	SA	MA	MA	A
14	MA	MA	SA	A	A	MA	MA	MA
15	MA	MA	SA	MA	MA	A	A	A
16	SA	MA	SA	A	A	MA	A	A
17	SA	A	SA		A	SA	A	SA
18	A	A	SA	D	MA	A	A	MA
19	A	A	SA	D	MA	SA	A	MA
20	A	A	SA	D	MA	SA	SA	MA
21	MA	SA	A	SD	SA	A	SA	A
22	MA	SA	A	SA	SA	SA	SA	A
23	MA	MA	SA	A	A	MA	MA	MA
24	D	SA	A	SA	SA	SA	SA	MA
25	A	A	A	D	MA	MA	MA	SA
26	D	A	MA	A	SA	MA	MA	MA
27	MA	A	A	A	A	SA	MA	MA
28	MA	MA	A	MA	A	SA	A	MA
29	A	MA	SA	MA	SA	SA	A	MA
30	SA	SD	SA	SD	SA	A	A	SA
31	SA	D	SA	D	SA	SA	A	SA
32	A	D	SA	MA	SA	A	MA	A
33	A	MA	A	MA	MA	MA	MA	SA
34	A	A	A	D	MA	MA	MA	SA
35	A	SA	A	SD	MA	MA	MA	SA
36		A	SA	D	MA	MA	MA	SA
37	A	A	SA	MA	MA	MA	MA	A
38	MA	A	SA	A	MA	MA	MA	A
39	A	SA	A	A	MA	MA	MA	A
40	MA	SA	A	A	A	A	A	A
41	MA	MA	MA	MA	SA	SA	A	SA
42	MA	MA	MA	MA	SA	SA	A	A
43	A	MA	MA	A	A	MA	MA	A
44	A	D	SA	A	SA	SA	A	A
45	A	MA	SA	D	SA	SA	SA	A
46	A	A	MA	A	SA	SA	D	MA
47	A	SA	A	SD	MA	MA	MA	SA
48	SA	A	MA	MA	A	A	MA	A
49	SA	A	A	A	A	MA	MA	MA
50	MA	MA	A	A	A	MA	MA	MA
51	D	MA	A	A	SA	SA	SA	SA
52	SD	MA	SA	MA	SA	SA	A	A
53	D	A	A	SA	A	A	A	A
54	D	SA	MA	A	SA	SA	SA	A

Table 8: Defuzzification results of aggregated experts' values

Index	Opinion's mean			Crisp value	Result
	l	*M*	*U*		
C1	0.406	0.656	0.875	0.646	Rejected
C2	0.438	0.688	0.938	0.688	Rejected
C3	0.375	0.625	0.938	0.646	Rejected
C4	0.313	0.563	0.875	0.583	Rejected
C5	0.438	0.688	0.938	0.688	Rejected
C6	0.375	0.625	0.938	0.646	Rejected
C7	0.375	0.625	1.000	0.667	Rejected
8	0.594	0.844	1.000	0.813	Accepted
9	0.406	0.656	0.813	0.625	Rejected
10	0.406	0.656	1.000	0.687	Rejected
11	0.500	0.750	1.000	0.750	Accepted
12	0.531	0.781	1.000	0.771	Accepted
13	0.406	0.656	1.000	0.687	Rejected
14	0.375	0.625	1.000	0.667	Rejected
15	0.406	0.656	1.000	0.687	Rejected
16	0.500	0.750	1.000	0.750	Accepted
17	0.643	0.893	1.000	0.845	Accepted
18	0.406	0.656	0.875	0.646	Rejected
19	0.438	0.688	0.875	0.667	Rejected
20	0.469	0.719	0.875	0.688	Rejected
21	0.500	0.719	0.906	0.708	Accepted
22	0.625	0.875	1.000	0.833	Accepted
23	0.375	0.625	1.000	0.667	Rejected
24	0.563	0.813	0.938	0.771	Accepted
25	0.375	0.625	0.750	0.583	Rejected
26	0.344	0.594	0.938	0.625	Rejected
27	0.406	0.656	1.000	0.688	Rejected
28	0.438	0.688	1.000	0.708	Accepted
29	0.500	0.750	1.000	0.750	Accepted
30	0.500	0.688	0.813	0.667	Rejected
31	0.531	0.781	0.875	0.729	Accepted
32	0.438	0.688	0.938	0.688	Rejected
33	0.375	0.625	0.813	0.604	Rejected
34	0.375	0.625	0.750	0.583	Rejected
35	0.406	0.625	0.719	0.583	Rejected
36	0.375	0.625	0.750	0.583	Rejected
37	0.406	0.656	0.813	0.625	Rejected
38	0.406	0.656	0.813	0.625	Rejected
39	0.438	0.688	0.813	0.646	Rejected
40	0.500	0.750	1.000	0.750	Accepted
41	0.469	0.719	0.906	0.698	Rejected
42	0.438	0.688	0.906	0.677	Rejected
43	0.375	0.625	0.938	0.646	Rejected
44	0.469	0.719	0.875	0.688	Rejected
45	0.469	0.719	0.875	0.688	Rejected
46	0.406	0.656	0.906	0.656	Rejected
47	0.406	0.625	0.719	0.583	Rejected
48	0.438	0.688	1.000	0.708	Accepted
49	0.438	0.688	0.906	0.677	Rejected
50	0.344	0.594	0.906	0.615	Rejected
51	0.531	0.781	0.938	0.750	Accepted
52	0.469	0.688	0.906	0.688	Rejected
53	0.531	0.781	1.000	0.771	Accepted
54	0.594	0.844	1.000	0.813	Accepted

Focus Dimension	Time Dimension: Long term	Time Dimension: Short term
Individual	Promotion Career development Learning opportunities Empowerment	Better position Attention to individual interest's Timely performance feedback Job autonomy
Organizational	Reduction of administrative bureaucracy Organizational reputation Social prestige Dynamic and flexible work structure	Space for creativity and innovation Merit and competency of leaders Satisfaction with goals and plans Meritocracy

Fig. 7: Organizational Star Retention Model

opportunities and empowerment. In the short-term dimension and focusing on the organization, the organizational stars have emphasized on the parameters of the atmosphere of creativity and innovation, worthiness and competence of leaders, satisfaction with organizational goals and plans, and meritocracy. In the long-term time dimension and focusing on the organization, organizational stars have emphasized on the parameters of administrative bureaucracy reduction, organizational reputation, social prestige and dynamic and flexible work structure. The investigations of this research show that an organization can be successful in retaining SE, if from a job perspective, the job is enriched and has desirable job characteristics, from the organizational perspective, it has a brand and a professional position, from the Environment perspective A dynamic and creative organization should be agile and flexible in perspective of organizational structure. The significance and usefulness of this study is the investigation of various theoretical foundations in the field of SE and the achievement of the characteristics of SE and the design of their retention model in the organization. Considering the importance and influence of these people in the organization, knowing the techniques of retention them in the organization is effective on organizational success and gaining competitive advantage.

Suggestion and limitations

• The organizational star's retention model has been carried out in the Petroleum industry, to understand it more deeply, it can be examined in other organizations and industries as well.

• This research has identified the organizational star's retention model, other subsystems of HRM can also be studied.

• The results of the research showed that the needs of Star employees SE are at the high levels of Maslow's needs, and in order to maintain and sustain them, these needs should be considered.

• The results of the research showed that the design of the jobs of the organizational stars should be in such a way that it is accompanied by the characteristics of matching with individual interests, providing continuous feedback, delegation of authority, career development and growth and promotion, and learning opportunities.

• The results of the research showed that a work structure suitable for organizational stars is a dynamic, flexible and agile structure so that employees have freedom of action and decision-making power.

• The results of the research showed that according to the characteristics of SE, the atmosphere of creativity, initiative, having appropriate goals and plans can be effective in realizing their optimal performance.

AUTHOR CONTRIBUTIONS

M. Alizadeh examined the theoretical foundations and methodology, S. Ramzanzadeh analyzed the research data, and modeling and conclusions were made in a combined manner.

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CONFLICT OF INTEREST

The authors of this article do not declare any conflict of interest with the publication of this article. Various ethical issues such as plagiarism, fabrication, data forgery, informed consent, duplication, submission and redundancy have been controlled.

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Publisher's note

ABBREVIATIONS

AVE	average variance extracted
CA	Competitive Advantage
ER	Employee Retention
GOF	goodness of fit index
HRM	Human Resource Management
SE	Star Employee

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