



RESEARCH PAPER

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Effects of talent management on engagement employee with performance evaluation of the role of mediator among the directors of elementary education<sup>2</sup> area of Ahwaz

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**Key words:** Talent management, Performance evaluation, Organization commitment, Structural equation.

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**Abstract**

This study with aimed to identify evaluate effect of talent management over employee Engagement mediators role is to assess the performance. For this purpose ,distribution questionnaire among sample of managers of section 2Ahwaz primary school education .this research poses of objective ,in terms of data collection and analytical descriptive, surveg research .the findings based on structural equation modeling implies that talent management has the positive effect on organization commitment employee and talent management on evaluate the performance of the managers of elementary education district 2Ahwaz and also talent management ,employee commitment to the role of evaluation mediator has a significant and positive impact on performance.

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## Introduction

Talent management to create a favorable environment make a mutual commitment between employees and organization that the result of it is nothing just improve the individual and organization performance. With identify the capabilities of employee and putting them in the right section and optimal use of these capabilities and their development and timely and proper appreciation of good practice even have the employee satisfaction even the organis arrived to her goals.

Talent management is one of the most important and mast essential (Barlo, 2006) matter human resource management in the world (Birachel, 2006; Berry, 2002-5) and still is poses one of the most acute problems in many organizations (Cunningham, 2007). Now days managers around the world Grappling with the changing nature of their work and need to the forces to comply with the variables this conditions. Organization to the maintenance of this elite force. In the future the will be to take action careful planning to identify and encourage them in timely manner. However organizations must fit to their structure and culture operate the talent management and articulate a precise definition of it due to of the multitude of opinions and assumptions provided by expert authors in around the world in this case is very difficult. (Lewis & Heckman, 2006).

Talent management is the term that first time in decade of 1990 by Meckinsey and company the article was presented as a war on talent management as a significant factor affecting the success of an organization that can with identify and develop and attract talent employees create a competitive and vantage for organization for example Crark and Vinckler, 2006 conduct a study in CIPD of England that 90% os respondent believed that talent management activities can have a positive impact on activities company and more than half of them believed that almost everything there is in the area of talent management

Talent management make sure that each of employees with special talent and skills have been in the suitable job also their career path is clear as a stimulating factor for increasing employment opportunities act inside and outside of the organization that it has provide employee engagement increased (Taj alldin Maalli Tafti,1386) with regard to this cases, the objectives of this study refer to study of effect of talent management on employ engagement ,to study of effect of talent employee management with the mediator role and performance evaluation of elementary education 2section Ahwaz

The main question in this research is attempts to answer them are:

Talent management have impact on commitment employee with performance appraisals mediate among the managers elementary education district 2 Ahwaz?

Literature: capabilities education and talent management today is part of the treaty and prospects facing organization .in today's world, the business management of human resources development is not longer just a cost center but in line with the organization, variety staff, diversity training to add value for their investment, talent management, only a worldwide reputation is not used in old processes of the principles of human resource management and a new method of new method of integration process and human resource management systems (Hangton, 2007).

Some talent management experts has been defined in the human resource management function so that it recruitment .development and promotion and maintenance personal in other to understand the organization current and organization future (Annunzio and Green, 2008).

The five factors are considered to talent management (Attraction recognition expansion wedge and involved) help to manage talented employee. (2007- UREN). Suggests a process which in it organization recognizes people for the present and future, managed and then development (2006- CIPD)

Talent management, defined as a process that systematically destroys the gap between human capital in organization and talent leadership the organization need to meet the challenges of the future (Wellnes, Smith & Rogers) the term of the talent management sometime refer to set activity that employees are used for hiring, training and development and overall management of this employees whose have jobs administrative and material (Cappeli, 2004).

Talent management and organization commitment :also talent management to creat a favorable environment make a mutual commitment between employees and organization that the result of it is nothing just improve the individual and organization performance.

With identify the capabilities of employee and putting them in the right section and optimal use of these capabilities and their development and timely and proper appreciation of good practice even have the employee satisfaction even the organis arrived to her goals.

According to the Berger :organization that implement effective talent management and classification of employees and will focus on investing development in this section will be organization and individuals with high potential (Baron, 2008). The aim of this study is Effects of talent management on engagement employee with performance evaluation of the role of mediator among the directors of elementary education2 area of Ahwaz and also defines talent management; employee commitment to the role of evaluation mediator has a significant and positive impact on performance.

## Materials and methods

### *Research hypothesis*

1. Talent management has positive and significant effect on commitment employee among the managers elementary education district 2 Ahwaz
2. Talent management has positive and significant effect on evaluation employee among the managers elementary education district 2 Ahwaz.
3. Talent management has positive and significant effect on commitment employee with role of mediator performance evaluation among the managers elementary education district 2 Ahwaz.

This study is shown based on the research hypotheses of conceptual model of this study in 1\_1 fig: Talent management as an independent variable and commitment employee are considered as dependent variable and evaluation performance as mediator variable.

### *Data and informance collection method*

In this search for data and information collection used of library and field method. From library method used in order to theoretical refer to formulation and background literature and formed by refer to the primary source and secondary source and is used of field method in order to hypotheses study.

### *The population statistical and sample statistical*

In this study, population statistical will be consist of all employed elementary education managers so strict 2 Ahwaz that the numbers them are based on maximum 1392 and is equal 198 people.

### *Method of data analysis and research finding*

In order to test the hypothesis are used of parsons rank correlation test by using sps 16 software for measure the correlation between variable and this coefficient marked independent variable correlation and dependent variables with each other is with 90%

interval then causal relationship between the independent variable and related research tested by using structural equation modeling with the help of the software lisrel 8.7

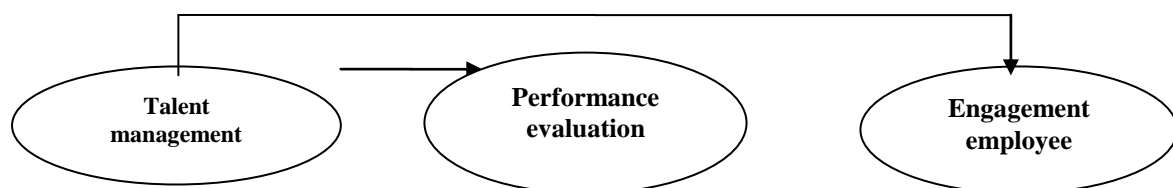
**Discussion and results**

*Talent management and performance evaluation*

Obviously the goal of creating a talent management system is positive impact on individual and organization outcome (Pouvs, 2009) one of the factor that distinguishes employee act from each other is talent people. if to get skill in one activity, different people be in the same circumstances, we realize that difference in their performance was due to the intrinsic factors. Human resource in organizations today is special value. In fact played role of strategic investors. Cognitive abilities and competence of potential employees and management of actualize this ability is from crucial tasks of managers. experience has shown that the organization pay attention to their human interests and are used of talent management compared to competing organization have the better performance. Santrol & Benton consider five main activities to improve performance of these organization through implementation of talent management;

1. Alignment activity of people with business need
2. Carried out activities in the best way
3. English the support of line managers in people management
4. Establish clear sustainable and equitable policies
5. Create a favorable environment for sharing information

*Conceptual and operational definition of variables*



Source (Voral, Verdad Lear & Deep, 2012).

Talent management: infarct the talent management includes a complete set of processes for detection and deployment include a complete set of processes for detection and deployment and management of people is needed in other to run a successful business strategy.

In this study, talent management is considered as an independent variable and for collected information related to talent management is used of standard questioner containing 18 item related to Marjan Maalli Tafti: Among the correlation research, this research is one of the correlation matrix or covariance.

*Talent management performance evaluation engagement employee*

Fig. 1\_1 conceptual model: It includes a complete suite of talent management processes to identify, deployment and management in order to run a successful business strategy is needed. Organization commitment is an emotional attachment to the organization so that employee is strongly committed give their identity of their organization, involved in organization enjoys of membership in organization. Organization commitment can have many positive outcomes. The staff with a high commitment. Have more disciplined in their works and remain linger in the organs and does more work, managers should maintain their commitment to the organization. In order to the performance evaluate is the process that by it the staff, periodically and officially, are in reviewed and evaluated among the main causes of performance evaluation are recognition strong employee and rewarding to them and in this way, create motivate to improve their performance and other employees (Morhed & Griffin,1996).

This study, in term of target, applications and in view of data collection from present research (non experimental) and is from correlated branches that was conduct Surveys. in addition ,as respects from the structural equation modeling approach will used to test hypothesis.

**Table 1.** Test of correlation coefficient between research variables.

Perfor- mance evalua- tion	Employee Engagement	Talent Management	Variable research
		1	Talent management
	1	0/27	Employee engagement
1	0/089	0/505	Performance evaluation

*Structure equation modeling*

In order to, the causality assessment is used of structural equation modeling to confirm the structural model or the path diagram. First , we have to be good indicators of the processing, second must be T- value mature and standard ratio.

If the value of  $x_2$  is less and relation of  $x_2$  to degree of freedom was less than 3 and RMSEA was smaller than 0/08 and also GFI, AGFI be higher than 90% could conclusion that the template processing id very good.

As the charts 1 and 2 shown that talent management on organizational commitment have positive and significant impact on employee assessment with mediate performance evaluation values is significant for T greater then  $H_1$  and  $H_2$  higher than 2 and less than 2. Taken together the above result, can be offered to Ahwaz education district 2, in order to select the most qualified individuals allocate sufficient fund because the high cost of hiring and limited budget is block vin extensive search to finding the most qualified individual, also they should have been consider that performance evaluation will done as a whole because if one or more aspects of work be considered the resolute will not be valid that fully

must does consider everything of works. Also suggested to other researchers that other factors such as structure, leadership guidance, culture and IT and business strategy also can effect on performance and organization commitment to describe enhance the ability this research proposal that have been made assess to other factors.

**Table 2.** Test hypotheses based on structural equation model.

Result	T- value	B	Hypothesis
Confirmed	36/12	0/71	Talent management Organization commitment
Confirmed	13/36	0/83	Talent management Performance evaluation
Confirmed	8/48	0/19	Talent management Performance evaluation Organization commitment

**Conclusion**

Talent management is a sophisticated approach to organizational. But organization to organize their corporate function need to talented employees. in education the real problem is not finding or talent management but it is to providing commitment is to maintains of it because from the point of view of strategic management be tolerable, standing out and enhancing performance it is important and is possible through of the staff commitment our studies, in term of performance system focused on effectiveness of talent management on employee engagement.

The result of analysis revealed that integrated human resources talent management processes and performance system have a positive impact on employee engagement. According to the finding of research could result that talent management have positive and significant impact on organization commitment talent management is the process of selecting and research so it can be due to improving the organization commitment. also talent management have positive and significant impact on

performance evaluation due continuously, talent management to train seeking help of employees who make them qualified when the talent management have continue to positive approach cause to improvement efficiency and would continue to increasing competitiveness during it reduces wasting time. Also the results indicate that performance evaluation can be used as intermediate can be effective on relationship between organization commitment and talent management.

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