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STUDY OF EFFECT OF TALENT MANAGEMENT ON THE PERFORMANCE OF TEACHERS

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ABSTRACT

This study aimed to investigate the effect of talent management on the performance of teachers in the Zahak city. This research is descriptive - Survey and was also a correlation. Statistical population consisted of primary school, secondary school first and the second teachers of city Zehak academic year 94-1393 (600) which the sample size is 225 people. Simple random sampling method and research tools of Paterson's job performance questionnaire (15 questions 4 choice Likert scale) and talent management questionnaire (41 questions with 5-choice Likert scale) was used. The validity of this study, types content and stability by using Cronbach's alpha coefficient for job performance questionnaire 0.82 and talent management 0.91 respectively estimated. The results indicate that the of talent management on performance of education teachers Zahak city has a significant effect. And also results showed that the components of talent management (values and culture, working conditions, infrastructure and processes, management factors, the job physical environment, teaching and learning atmosphere, managers views and the role and participation of managers) on the performance of the Education Teachers in Zahak city is effective.

Keywords: Talent management, organizational performance, teachers, Zahak city

INTRODUCTION

Challenges facing the future business world, gaining organization vital knowledge with valuable human resource producing knowledge. In fact, talent management, "a secret weapon in World War to acquire talent". At the same time understand the need to recruit, develop and retain talent, agencies have realized that talents are resources critical to achieving the best results requires management. Talent management isn't a task which can only be achieved by attracting talented people, but also to Attracting talented individuals is start of trying organization in the process of talent management. High salaries and benefits can not do anything alone. Talented people like to be part of an organization that they accept, their organization at all times excited and create a flexible working environment. In this case, it is expected that staff all their efforts towards involved in the organizational activities (Khaloondi and Abbas pour, 1392).

Undoubtedly, present era is organizations era and custodians of these organizations are people; people who by virtue of having the largest power source, the thinking, can promote excellence, move and create organizational growth. In recent years, the Iranian organizations, develop the discussion of training and development of human resources in various formats, such as identifying and nurturing talent, succession, future managers, shade managers is considered (Maali Tafti and Taj al-Din, 1387). Performance measurement is one of the most important strategic processes while improving accountability, the goals and programs of the organization makes. In other words, if you can not measure something, it can not be managed. What gets measured, it can be done as well. Certainly, as long as the available functional status do not know, we can not improve performance (Maleki and et al, 1388).

The researchers examined the relationship between talent management and organizational performance, and have found that talent management is so valuable because Organizations that apply talent management practices, compared with other companies in your industry significantly shows higher financial performance (Noe Pasand Asil, Malek Akhlagh and Ashegh Hosseini Mrhrvanei, 1392).

Leadership of performance evaluation which performance assessment, performance review, personnel evaluation, staff review and competence grading is called, is one of the most important administrative tasks. If people do not reflect on themselves performance, learning or improve behavior

slightly occur. To increase the positive behavior and eliminate inappropriate behavior, necessary and very important to staff about effectiveness of how the tasks and responsibilities have the correct information (Amin Far and Noori, 1385).

One of the most extensive and important organizations in today's society, is educational system in the field of education of children, adolescents and young adults, which has a heavy responsibility and today formally and organized on a large scale with the growth of the moral, cultural, social and development of scientific, industrial, economic related and teacher as a sensitive member in organization is effective factor to act out an students' potential, human experiences, offer good values, increase knowledge and develop necessary skills in individuals for living, and facilitate the movement of human history toward perfection considered (Amin Far and Noori, 1385).

According to what was said, researcher examines the impact of talent management on the performance of teachers in the Zahak city rather than through, a scientific and practical proposals to administrators and practitioners is provided.

Literature of Research:

Taleghani and Colleagues (1392), in a study titled "study Talent Management relationship on the performance of faculty members" investigates the relationship between talent management and performance of faculty members. The research results shows that talent management strategy, have a positive and significant effect on the performance of faculty members of Isfahan University.hajy Nabi and Colleagues (1392), in a study titled "The relationship between talent management with employee performance", examines talent management relationship with the performance of nursing staff of hospitals in Karaj. Results showed that between talent management and of performance of nursing staff in the hospitals studied, there was a statistically significant direct relationship. Noe Pasand Asiland and colleagues (1393), to investigate the relationship between talent management and organizational performance. The results showed that the between activities related to talent management and service quality and innovation There is a significant relationship in the provision of services. Bethke and Colleagues (2010), in a study entitled "The effect of the application of the organization's talent management strategy," show that confidence and motivation for higher performance, are results of applying the

talent management strategy. sweem (2009), in his doctoral dissertation, entitled "Study of the talent management system and the how to use of these systems as a lever to make a commitment in employees', based on mixed method, in a unit of a service company in the United States to examine talent management system and who to use of these systems as a lever to develop the staff's commitment is provided. The results showed how human resources management and organizational development can protect and enhance their talent management system. Half (2007), in a study entitled "Effect of talent management on organizational success," showed that talent management activities have extraordinary leverage effect on organizational success (Guthridge & Komm, 2008).

According to Michael and colleagues (2001), in a study entitled "The Role of organization human resource in successfully implement talent management", with study of 27 companies during the 5 year performed, revealed that for the successful implementation of management talent, human resource unit with technical and traditional approaches not helpful, and the other hand to be able to implement talent management in the organization.

The main research question:

Talent management has an impact on the performance of teachers?

Research goals and hypotheses:

The general purpose of this study, "Effect of talent management components on the performance of teachers of Zahak city's education". To achieve this objective, the following assumptions will be discussed:

1) Talent Management components have effect on the performance of teachers of Zahak city education.

2) The values and culture have effect on the performance of teachers of Zahak city education.

3) Working conditions have effect on the performance of teachers of Zahak city education.

4) teaching and learning atmosphere have effect on the performance of teachers of Zahak city education.

5) managers views have effect on the performance of teachers of Zehak city education.

6) the infrastructure have effect on the performance of teachers of Zahak city education.

7) Management factors have effect on the performance of teachers of Zehak city education.

8) Job physical environment have effect on the performance of teachers of Zahak city education.

9) the managers participation have effect on the performance of teachers of Zehak city education.

Research methodology

According to purpose of this research to examine the impact of talent management on the performance of teachers in the Zahak city, a study of cross-survey type correlation is performed. On the other hand, this research, in terms of purpose, is practical. The statistical population consisted of primary school teachers, first and second secondary school (600), respectively. In this study, simple random sampling was used. To achieve sample size, Krejcie & Morgan table was used which for population of 600 individuals, 234 provided, while after collecting the questionnaires, 9 version of the questionnaire was incomplete data were excluded from the analysis. therefore sample size of this study was 225 people. Tools gather the data and informations, two questionnaires are as follows:

1) Talent management questionnaire: the questionnaire Researcher made (a combination of two standard questionnaires Verhagen and Armstrong) due to native culture of state in some of the components, necessary changes with view point of professors have been made and reliability and stability again is assessed. It questionnaire has a 41-item which to measure talent management, 8 components used. The questionnaire based on a 5 point Likert scale will be measured and questions in a positive direction adjusted. The questionnaire rated by teachers adjusted and ratings of very low, low, to some extent, high and very high in the order of 1 to 5 considered.
2) Job performance questionnaire: the Paterson's job performance questionnaire, including 15 descriptive sentences which to measure the job performance, 4 components used and it scale measurements is based on Likert and questions in the positive direction adjusted. There are Points rarely, sometimes, often or always in the order of 1 to 4.

To assess validity of questionnaires validity, The content validity method was used. Thus, to determine the validity of questionnaire, the 5 copies questionnaire is available to

provide education management specialists and they were approved. As well as to estimate the reliability, 30 copies of the questionnaire to the participants was provided which results in terms of Cronbach's alpha coefficient for talent management questionnaire 0.97 and job performance 0.82 respectively.

RESEARCH FINDINGS:

In this section, the respectively research hypotheses, findings in the report presented.

Hypothesis 1: Talent management has a significant effect on the performance of teachers education in Zahak city.

To analyze this hypothesis, Pearson correlation coefficient and linear regression were used in Table 1.

Table 1: Summary of pattern linear regression and Pearson correlation coefficient of performance and talent management

sig	t t	B standard	Adjusted R2	r	Standard deviation	Average	Number	Variables
0/000	13/75	0/678	0/457	/678 0	21/7	144/04	225	talent management
					6/76	43/82	225	The performance of teachers
0.000	**75.13**	**0.678****	**0.457**	**0.678****	**21.7**	**144.04**	**225**	**talent management**
					6.76	**43.82**	**225**	**The performance of teachers**

Significant level of 99% **

Results of table 1 shows that the variable talent Management have average of (144.04) and standard deviation (21.7) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of talent management and performance of teachers is equal to r = 0.678 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between talent management on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that talent management has effect on the performance of teachers with the adjusted R2 (0.457) and it is predicted.

Hypothesis 2: values and culture has a significant effect on the performance of education teachers in Zahak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 2.

sig	t	B Standard	R^2 adjusted	r	Standard deviation	Average	number	Variables
0.000	13.71	0.676	0.457	0.676**	4.48	22.44	225	**Values and Culture**
					6.76	43.82	225	**The performance of teachers**

Results of table 2 shows that the variable values and Culture have average of (22.44) and standard deviation (4.48) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of values and culture and performance of teachers is equal to r = 0.676 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between values and culture on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that values and culture has effect on the performance of teachers with the adjusted R2 (0.455) and it is predicted.

Hypothesis 3: The working conditions have a significant effect on the teachers of Zahak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 3

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	14.42	0.695	0.480	0.695**	5.49	22.57	225	working conditions
					6.76	43.82	225	The performance of teachers

Results of table 3 shows that the variable working conditions have average of (22.57) and standard deviation (5.49) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of working conditions and performance of teachers is equal to r = 0.695 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between working conditions on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that working conditions has effect on the performance of teachers with the adjusted R2 (0.455) and it is predicted.

Hypothesis 4: The teaching and learning atmosphere have significant effect on the performance of teachers of Zahak city.

To analyze this hypothesis, Pearson correlation and linear regression were used in Table 4.

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	5.04	0.474	0.221	0.474**	5.27	20.33	225	teaching and learning atmosphere
					6.76	43.82	225	The performance of teachers

Results of table 4 shows that the variable teaching and learning atmosphere have average of (20.33) and standard deviation (5.27) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of teaching and learning atmosphere and performance of teachers is equal to r = 0.474 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between teaching and learning atmosphere on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that teaching and learning atmosphere has effect on the performance of teachers with the adjusted R2 (0.221) and it is predicted.

Hypothesis5: the views of managers have significant effect on the performance of education teachers Zehak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 5.

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	8.003	0.472	0.220	0.472**	3.23	18.92	225	views of managers
					6.76	43.82	225	The performance of teachers

Results of table 5 shows that the variable views of managers have average of (18.92) and standard deviation (3.23) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of views of managers and performance of teachers is equal to r = 0.472 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between views of managers on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that views of managers has effect on the performance of teachers with the adjusted R2 (0.220) and it is predicted.

Hypothesis 6: infrastructure and processes has a significant effect on the performance of education teachers Zehak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 6 below.

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	0.275	0.333	0.107	0.333**	3.06	18.73	225	infrastructure and processes
					6.76	43.82	225	The performance of

								teachers

Results of table 6 shows that the variable infrastructure and processes have average of (18.73) and standard deviation (3.06) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of infrastructure and processes and performance of teachers is equal to r = 0.333 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between infrastructure and processes on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that infrastructure and processes has effect on the performance of teachers with the adjusted R2 (0.107) and it is predicted.

Hypothesis 7: Management factors have a significant effect on the performance of education teachers Zahak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 7.

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	**9.03**	**0.518**	**0.265**	**0.518 ****	**3.83**	**19.36**	**225**	**Management factors**
					6.76	**43.82**	**225**	**The performance of teachers**

Results of table 7 shows that the variable Management factors have average of (19.36) and standard deviation (3.83) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of Management factors and performance of teachers is equal to r = 0.518 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between Management factors on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that Management factors has effect on the performance of teachers with the adjusted R2 (0.265) and it is predicted.

Hypothesis 8: Job physical environment has a significant effect on the performance of education teachers Zehak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 8.

sig	t	B Standard	R2 adjusted	r	Standard deviation	Average	number	Variables
0.000	**6.002**	**0.373**	**0.135**	**0.373 ****	**4.74**	**17.47**	**225**	**Job physical environment**
					6.76	**43.82**	**225**	**The**

								performance of teachers

Results of table 8 shows that the variable Job physical environment have average of (17.47) and standard deviation (4.74) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of Job physical environment and performance of teachers is equal to r = 0.373 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between Job physical environment on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that Job physical environment has effect on the performance of teachers with the adjusted R2 (0.135) and it is predicted.

Hypothesis 9: The role and contribution of managers has a significant effect on the performance of education teachers Zehak city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 9.

sig	t	B Standard	R^2 adjusted	r	Standard deviation	Average	number	Variables
0.000	**6.07**	**0.225**	**0.138**	**0.225****	**1.65**	**7.84**	**225**	**The role and contribution of managers**
					6.76	**43.82**	**225**	**The performance of teachers**

Results of table 9 shows that the role and contribution of managers have average of (7.84) and standard deviation (1.65) and teachers' performance variable with mean (43.82) and standard deviation (6.76). The above table also shows that the correlation coefficient of The role and contribution of managers and performance of teachers is equal to r = 0225 in 99% confidence level have significant and positive correlation (p <0.01). So it can be concluded that between the role and contribution of managers on performance of education teachers Zahak city, there is a significant positive relationship. The also regression results indicate that The role and contribution of managers has effect on the performance of teachers with the adjusted R2 (0.138) and it is predicted.

DISCUSSION AND CONCLUSION

The results of the first hypothesis showed that between talent management on the performance of teachers of Zehak city, there is significant and positive relationship (r = 0.678 which talent management could affect

the performance of teachers up to 45 percent and it is predicted. So it can be concluded that talent management has a significant effect on the performance of education teachers in Zehak city. This finding is consistent with the findings Noe Pasand and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Smith and colleagues (2010), and Bethke and colleagues (2010). They reported that talent management have effect on job performance. This means that the emphasis on talent management and compliance of organization's can lead to better performance of employees, especially teachers, and success of the organization (Education).

The results of the second hypothesis also indicated that the between values and culture on performance of city Zehak education teachers (r = 0.676), there is a significant and positive relationship, which values and culture could affect on the performance of teachers up to 45 percent and it is predicted. So it can be concluded that values and culture has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Khalvandei and Abbas pour (1392), Karimi and Hossein (1389) and Smith and colleagues (2010), and in their study to fit values and cultural effects on job performance were noted. These findings can be concluded that the organization's culture and values have common goals, which system members are to each other linked. In fact, the factor that determines the way of doing things They are distinguishing an organization from other organizations. In fact, the same factor that has determined the way of doing things and it affects their job performance.

The results of the **third** hypothesis also indicated that the between working conditions on performance of city Zehak education teachers (r = 0.695), there is a significant and positive relationship, which working conditions could affect on the performance of teachers up to 48 percent and it is predicted. So it can be concluded that working conditions has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Noor Alian and colleagues (1393), Half (2007) and Michael and colleagues (2001), and are in one

direction. their study to fit values and cultural effects on job performance were noted. Research shows that if proper work environment, improve performance, productivity and improving employee work.

The results of the **fourth** hypothesis also indicated that the between teaching and learning on performance of city Zehak education teachers (r = 0.474), there is a significant and positive relationship, which teaching and learning could affect on the performance of teachers up to 22 percent and it is predicted. So it can be concluded that teaching and learning has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Noor Alian and colleagues (1393), Alame and colleagues (1393) and Smith and colleagues (2001). From the results it can be deduced that the most important factor in job satisfaction, job or self-employed, ie, teaching and learning which are job performance predictors.

The results of the **Fifth** hypothesis also indicated that the between views of managers and learning on performance of city Zehak education teachers (r = 0.472), there is a significant and positive relationship, which Views of managers could affect on the performance of teachers up to 22 percent and it is predicted. So it can be concluded that Views of managers has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Rezapour nasr Abadi and colleagues (1393), and Smith and colleagues (2010). They also reported on their research on the views of of managers'on job performance is affected. According Improve employee job function, the role of managers is very important. They should enact appropriate policies and strategies, in order to grow the teachers worked extra role behaviors and thereby improving performance and provide teacher training.

The results of the **Sixth** hypothesis also indicated that the between infrastructure and processes on performance of city Zehak education teachers (r = 0.333), there is a significant and positive relationship, which infrastructure and processes could affect on the performance of teachers up to 10 percent and it is predicted. So it can be concluded that infrastructure and processes has a significant effect on the performance of education teachers in Zehak city. This is

consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Karimi and Hosseini (1389), Noor Alian and colleagues (1393), Alame and colleagues (1393) and Smith and colleagues (2010).

The results of the **Seventh** hypothesis also indicated that the between management factors on performance of city Zehak education teachers (r = 0.518), there is a significant and positive relationship, which management factors could affect on the performance of teachers up to 26 percent and it is predicted. So it can be concluded that management factors has a significant effect on the performance of education teachers in Zehak city. From this result, it can be said that the key to successful talent management organization is that all of managers at all levels play an important role in this context. Manager as the official representative organization for coordination and increase productivity in the top of the organization. Successfully realize the goals of the organization depends on how effective management and leadership styles.

The results of the **Eighth** hypothesis also indicated that the between The job physical environment on performance of city Zehak education teachers (r = 0.373), there is a significant and positive relationship, which management factors could affect on the performance of teachers up to 13 percent and it is predicted. So it can be concluded that management factors has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Rezapour Nasr Abadi and colleagues (1389), Saleh Zadeh and Labaf (1390), and Smith and colleagues (2010). They also reported that job physical environment affects job performance.

The results of the **Ninth** hypothesis also indicated that the between The role and contribution of managers on performance of city Zehak education teachers (r = 0.225), there is a significant and positive relationship, which the role and contribution of managers could affect on the performance of teachers up to 13 percent and it is predicted. So it can be concluded that management factors has a significant effect on the performance of education teachers in Zehak city. This is consistent with the findings of Noe Passand Asil and colleagues (1393), Shaemi and colleagues (1392), Haji Nabi and colleagues (1392), Taleghani and colleagues (1392), Smith and colleagues

(2010) and betkhe and colleagues (2010). They also reported that job physical environment affects job performance. They also reported that the role and contribution of managers have a effect on job performance. It can be concluded that with the joint efforts of managers and teachers, can be the most positive impacts on the behavior and performance of teachers and consequently on the behavior and performance of schools and education. Given the crucial role of human resources (staff) in the implementation of talent management of organizations should play an important role for the success of the implementation of talent management staff and more responsibility given to it.

Generally results showed that talent management has a significant impact on the performance of teachers education in Zahak city. And the results showed talent management components (values and culture, working conditions, infrastructure and processes, management factors, the physical environment, teaching atmosphere, the views of management and the role and contribution of managers) the performance of teachers of Zehak city, It is effective.

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