



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.jibpas.com

**THE ANALYSIS OF THE CORRESPONDENCE BETWEEN THE PERCEPTIONS OF
THE EMPLOYEES OF FARS AGRICULTURE JIHAD ORGANIZATION FROM
TALENT MANAGEMENT PLAN WITH THEIR PERFORMANCE**

MAHBOUBEH NAMJOO*¹, ALIREZA MOGHALI², MALIHEH NIK KAR³

1: M.A. of Human Resource Management, Payame Noor University, Shiraz, Iran.

2: Professor of Management Department, Payame Noor University, Shiraz, Iran.

3: Professor assistant of Management Department, Payame Noor University, Shiraz, Iran.

***Corresponding Author: E Mail : mahboobe.namjoo@gmail.com**

ABSTRACT

The aim of this research is to analyze the correspondence between the conceptions of the employees of Fars Agriculture Jihad Organization from talent management plan with their operations. As talent management plan is only applied on the members of the organizations talent pool, so at first the employees who consider themselves as the members of their organization talent pool are detected and they are selected as the sample of the research. Then, the correspondence between their conceptions from the function of talent management plan in their organization with their operations is studied. This study is an applied study from purpose viewpoint and a correlational study from descriptive data gathering viewpoint. This research is new in many aspects, as talent management is a new subject, and there is no many researches about the correspondence between the employees' conceptions form talent management plan with their operations by separating the members of talent pool. Also, concerning to this fact that many researches related to talent management have been done in America and in the private sector, and in the current literature talent management in the state organizations is not so focused, so the researcher has focused on talent management by the approach which is related to the state organization. The results indicate that there is a correspondence between the employee's conceptions from talent management plan and its quadruple aspects with their operations.

Key Words: Talent Management Plan, Talent Pool, Operation

INTRODUCTION

Many experts have known this era as the knowledgeable employees' era. Today, the companies compete with each other based on the employees' skill, and they know that by employing the most intelligence employees, the company can reach to the highest portion of the market and increase their profit; the reason is transferring from the industrialized era to the intellectual capital (Phillips & Roper, 2008, p.12). At the same time by conceiving the need to recruit, develop and retain the talents, talent agencies have found that resources are critical to achieve the best results need the management. (Taj al-Din and Maali tafti, 2009, p. 62). Hence, in recent years, talent management is as a key activity. Talent management is a new discussion in human resource management field, which unfortunately it is not so focused in the country. In this context there is agreement that one of the main issues of governmental and nongovernmental organizations is lack of coherent process of the talent management, while, not to use of the strategies of the talent management causes lack of talent employees in strategic posts that it limits the abilities of the organizations (Collings & Mellahi, 2009, p.308). Also, the researches indicate that if there is no talent management system, it would cause of financial and non-financial

loss in the organizations (Metana, 2010).

On the other hand, many researches indicate that the performance of the employees and productivity of the organizations are not satisfying, and the most of the problems of the organizations are taken from these defects. However, productivity increased in all fields in today's competitive world, the only organization that can survive in the turbulent world is the organization that uses the best and most efficient of their human resources (Namjoo, 2013, P. 5). So the improving in the performance is undeniably needs for our organization. Accurate and scientific conceptions of the relationship between perceptions of talent management and talent management programs with their performance of particular are important. As it is expected that conducting the talent management plan in the organization can improve the employees' operation and improvement in the operation of the organization by employing, developing and retaining the talent employees for the essential posts, creating the positive point of view in the employees to their organizations (Namjoo, 2013, P. 9), this research can be considered new in different aspects, and the researches are limited in this subject. In addition, most of the internal researches are issued to analyze one of the dimensions of the

talent management, while this research is focused on four dimensions of the talent management. Also, as mentioned earlier, since the talent management plan is applied only on the members of the talent pool, in this research personnel who are the members of their talent pool were selected as the sample, the relationship between the perceptions of the level of talent management programs in their organizations with their performance was studied. This fact can also be considered as an aspect of innovation in this research. According to the description of the subject matter, there is a gap in this subject, it is necessary to accomplish this research.

So this research is going to answer this question whether there is a correspondence between the conceptions of the employees of the agricultural organization from the level of conducting the talent management plan in their organizations with their performance.

Theoretical Basics of the Research

Theoretical study is to review the research literature related to talent management and performance.

Explanation of Talent Management

The talent person is explained in different ways: The most important and valuable person has the effective role in creating the competitive advantage more than the others (Ingham, 2006, P. 20), those with high skill

and reared (Loftus, 2007, p.29), those with a high potential for success in the organization (Laff, 2006, p.42). In general it can be said that the talented individuals who by having the capacity and capability of (knowledge, experience, skills) and a high commitment to work has a significant contribution to the creation of value and success of the organization. Talent management is to identify talent and make it consistent with job roles to maximize engagement (involvement) with a role that is consistent with his inherent strength (Mucha, 2004, p.98). In fact, a series of integrated talent management is to ensure the recruitment, retention, motivation and development of talented personnel requirements, now and in the future by the organization (Armstrong, 2006, p.390). The purpose of developing and maintaining talent management talent pool of skilled labor, associated with the work and the talent is committed to ensuring that (Armstrong, 2006, p.391). The talent management guaranties that the qualified and skillful persons will be located on the suitable posts and they are involved on the suitable and concentrated activities (Areiqat et al., 2010, P. 55). However the theorists consider the talent management about the talent employees, but some others consider it in relation to the total capacity of the organization's talent

management processes and it should not see and believe they are limited to a certain number of employees (Cheese et al., 2008, p.31 O'Reilly & Pfeffer, 2000, p.28)

Dimensions of Talent Management

Talent management consists of four main dimensions: attraction, assessment and selection, training and development and the maintenance. The stage of employing the talents, including those related to the personnel with the appropriate skill sets to the organization. At this stage, the organization must answer the following questions: What kind of human capital to invest? How should it be organized labor? How should the organization and recruitment of staff for posts and positions in the emerging plan? What kind of the talents has positive effect on the development of the organization (Sultan Haji Karim, 2011, p. 98). Selection means to detect the most appropriate person among the treasurer of the organization's internal and external applicants (Evans, Pucik, & Bjorkman, 2002, p.275). Selection and performance management as the core processes of an organization. Evaluation and selection is closely related to the management of sex, race, and religion and so on. Selection can be done in different ways that are different from one culture to another, for example: interview (Structured or

Unstructured). Exam, assessment centers and selection are accomplished by HR managers or senior managers. Now educated and skilled people don't expect the lifetime employment in their careers in accordance with their needs and expectations that are evolving. They prefer the employers who allow them to decide. They want to progress horizontally, along the upward movement in the hierarchy or change jobs at key points in their career (Loftus, 2007, p.29). The hired employees need for a transparent and visible path to the development. Organizations must provide learning and development opportunities for staff to update their skills (Haji Karim and Sultan, 2011, p. 98). People who cannot use the develop opportunities within the organization; they have to go looking for better opportunities. Succession and career planning should show commitment to long-term success. Training personnel with rich content and compelling answers about learning, talent development is the key to success (Loftus, 2007, p.30), Conservation policies designed to ensure retention of the organization. The output of this policy is a flow of talent that creates and maintains the pool of talent (Armstrong, 2006, p.391). Compensation policies are essential to achieve this goal. Criteria for analyzing the talent should be detected and related to the

structure of reward and services compensation (and Sultan Haji Karim, 1390, p. 99). Also, the managers should look for the ways to job opportunities in the organization. Some organizations try to encourage the valuable employees who reach retirement to work in the organization again (Loftus, 2007, p.30).

PERFORMANCE

There are different definitions for performance, and each of scholars has pointed to certain aspects of it. Armstrong (1994) is defined the performance like this: "Achieving the goals that have been set quantity and quality." The Oxford English Dictionary defines as "run, exercise, doing everything ordered or committed" (Armstrong, 1994, p.7). These definitions are not related to the outcomes and outputs, but also show that the performance is related to the work and results. Therefore, the performance can be seen as behavior. Another commentator has stated the performance as: "Performance is a function of the joint effort, ability to understand the role" (trans, 1997, p. 22).

Kenny (1996) argues that the performance is a process by which a person does not notice it, in fact, apart from the goal. Brnadyn, you bifida, and Johnson (1995) believe that it should be defined as the results, because the results create the strongest relationship with the organization's strategic objectives,

customer satisfaction and establishing business partnerships. Bramach (1988) offers a more comprehensive view of performance involving the conduct and results. He argues that "the meaning and consequences of the behavior, and the behavior of the agent come to think of it into practice". Behaviors are not only tools to achieve results, but also they have implications in turn for mental and physical activities were taken from the product and they can be detached from the results (Armstrong, 2007, p. 12).

Correspondence between talent management and performance

Social exchange theory can be used to analyze mechanism that employees interpret talent management plan in their organizations and their reaction. According to the social exchange theory, when the organization invests on its staff; employees tend to find that the investment of their organization as a positive offset (Cropanzano & Mitchell, 2005, p.874). According to this theory, the employees consider the talent management plan in their organization as the sign of valuing of the organization on their role and they try to improve their performance. In other words, the organization's talent management plan has a positive attitude towards the employees and their performance, in order to achieve the goals and aspirations

of the organization (Meyer & Allen, 1990, p.2). Therefore, we can expect that if the employees feel more talent management system in their organization, the performance would also increase. Previous studies report the relationship between talent management, the following variables and employee performance. Yar Ahmadi Khorasani (2007) knows that the advantages of manpower planning are to increase job satisfaction and employee productivity. In the company McKenzie study (1997) has been also found that the organizations which are more successful in attracting talented managers, profitability and productivity are more in these organizations (Guy et al., 2009, p. 21). The research results Chambers (1387) and Kaur (2012) showed that establishment of effective talent management systems in the field of recruitment and employment causes to increase performance and consequently increase the return on investment and operational efficiency (Taj al-Din and Maali tafti, 2008). According to Stone (2002) discovering the talents of existing staff causes to provide the new experiences for the persons with high potential and it helps to improve their performance and progress (Jafari Mehr, 2011, p. 139). Vral, Vardarlyr, and Ykyr (2012)

concluded that there is a correspondence between the talent management with the employee's commitment as an indicator of performance by the mediatory role of the performance appraisal system. Research Chambers (2008) indicated that establishing the talent management systems in the performance management field causes to increase the employees' performance and to increase the return on investment and operational efficiency (Taj al-Din and Maali tafti, 2008). Jamshidian and Rezai (2009) concluded that service training as one of the components of the system is effective to increase the power and talent development and talent training, job skills and performance and ultimately increase the efficiency of employees and managers (Jafari Mehr, 2011, P. 138). In the consulting analysis of McKenzie Company (1997) observed that organizations that are successful in the development of talented managers employees and ultimately benefit from the higher performance and productivity are more (Guy and Sims, 2009, p. 21). The research of Cape (1989) showed that when companies compete based on quality and work programs with a high commitment to their work, in such a situation the training and development of employees are the key elements in improving employee performance and

organization (Redman and Wilkinson, 2009, p. 161). Najafi (2006) achieved this result in his researches that applying the succession to retain talent through job enrichment and job opportunities to those that have growth potential can retain and develop the talent persons, and improvement in their performance (Jafari Mehr, 2011, P. 139). Halfman knows the benefits of 360 degree feedback as one of the components of the system of talent (discipline) to increase job satisfaction and improve employee performance (Jones and Diamond, 2000, p. 22). Armstrong (2007) knows the increase of motivation and performance as the advantages based on the performance as one of the components of the system of talent (compensation of service). Social exchange theory and the above were formed as the basis for study and research hypotheses.

The conceptual model of the Research

In this study, employees perceptions of talent management was considered as predictive variable and employees performance was considered as the ideal variable, and on this basis the assumptions were made. Employees perceptions of talent management plan are examined through assessing their views on the implementation of the four aspects of talent management (attracting, assessing and discovering, developing and training and retaining) in their organization are examined. So this research is going to analyze the correspondence between the conceptions of the employees of agricultural organization in Fars from the talent management plan with their performance.

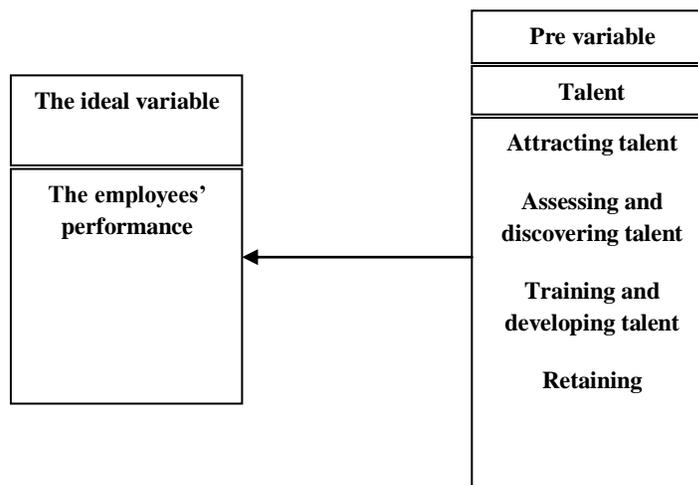


Diagram 1: The conceptual model of the research

Hypothesis

Main Hypothesis

There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization from talent management plan with their performance.

Subsidiary Hypothesis

- There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent attracting system with their performance.

- There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent assessing and discovering system with their performance.

- There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent training and developing system with their performance.

- There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent retaining system with their performance.

METHODOLOGY OF THE RESEARCH

The present study is an applied study from purpose viewpoint and a correlational study from descriptive data gathering viewpoint. The population consists of all the administrative staffs of Fars Agriculture Jihad

organization that are about 250 employees. Since the target sample of talent management plan is the organization talent pool, and it is only applied on talent pool members, so a group of employees who considered themselves as members of the organization talent pool, were randomly selected as the sample of the research. In order to identify members of talent pool, the questionnaire "measuring employees perceptions of the organization talent pool" was distributed among the entire population of the study (n = 250). This questionnaire separates respondents into three categories:

- First group: those who think that their organization identifies them as talent (those who think that they are members of their organization talent pool).

- The second group: those who do not know whether their organization identifies them as talent or not.

- The third group: those who think that their organization doesn't identify them as talent. Among the 250 distributed questionnaires, 221 questionnaires were returned. From the 221 returned questionnaires, 77 respondents identified themselves as members of the first group (organization talent pool). So the 77 respondents who considered themselves as members of the first group were selected as

sample.

Tools of Complementing Data

In this study, in order to collect data in addition to the "Measuring employees perceptions of the organization talent pool" questionnaire, two other types of questionnaire are used including: a questionnaire of 37 questions " assessing talent management system" and a questionnaire of 15 questions " measuring employees performance ." assessing talent management system" questionnaire was designed by the researcher to measure employees' views on the implementation of talent management system in their organization; the questions are divided into two distinct parts: Questions of demographic and questions related to talent management. The first 4 questions are about demographic and the other 33 questions are related to aspects of talent management. " measuring employees performance " questionnaire measures employees performance; it has been prepared by Bjorkman et al (2013). The questionnaires were distributed in a way that " assessing talent management system" and " measuring employees performance questionnaires " were distributed among 77 employees who considered themselves as the members of their organization talent pool(sample of the research).

Validity and Stability of Questionnaires

In this research content validity(confirmation of professionals and experts in the field) is used to determine the validity of the questionnaires and Cronbach's alpha is used to determine the reliability of the questionnaires. Cronbach's alpha coefficients for "assessing Status talent management system" questionnaire was 0/958, and for "measuring employee performance" questionnaire was 0/825. Because these values are more than 0/7, so reliability is appropriate.

Method of data Analysis

To analyze the data, we used descriptive statistics, inferential statistics using SPSS and the Pearson correlation coefficient at 5% level. Also in order to analyze the research variables in terms of the demographic variables tests of significance by t-test and analysis of variance (ANOVA) were used.

Results of the Research

Hypothesis Test

The results indicate that there is a correspondence between the employees' conceptions of Fars agriculture jihad organization from talent management and its variables that are attracting talent, assessing and discovering talent, training and

developing talent, and retaining talent with their performance. Also the results indicate that there is no difference between the variables of demographics of the study (gender, age, education and work experience)

and perceptions of Fars agriculture jihad organization of talent management and their performance. Detailed information about each of these assumptions is given below:

Table 1: Measuring the correlation between the independent variable and the dependent variable

Significance level	Pearson correlation coefficients	Dependent variable	independent variable
0/00	0/518	performance	Attracting talents
0/00	0/476	performance	Assessing and discovering talents
0/00	0/574	performance	Training and developing talents
0/00	0/531	performance	retaining talents

First hypothesis: There is a correspondence between the conceptions of the employees of Fars agriculture Jihad organization of talent attracting system with their performance.

According to Table 1, the correlation coefficient is equal to 0/518. Because this numerical value is in the interval [0/3and 0/7) so there is moderate relationship between these two variables. Also according to the $\text{sig}=0/00<0/05$ the assumption of correlation between these two variables will be accepted. So there is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent attracting system with their performance, and the above hypothesis is confirmed. In relation to the correlation coefficient can claim that due to the positive correlation coefficient,

there is a direct relationship between these two variables. The second hypothesis: There is a correspondence between the conceptions of the employees of Fars agriculture Jihad organization of talent assessing and discovering system with their performance.

According to **Table 1**, the correlation coefficient is equal to 0/476. Because this numerical value is in the interval [0/3and 0/7), so there is moderate relationship between these two variables. Also according to the $\text{sig}=0/00<0/05$ the assumption of correlation between these two variables will be accepted. So there is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent assessing and discovering system with their performance, and the above hypothesis is

confirmed. In relation to the correlation coefficient can claim that due to the positive correlation coefficient, there is a direct relationship between these two variables.

The third hypothesis: There is a correspondence between the conceptions of the employees of Fars agriculture Jihad organization of talent training and developing system with their performance.

According to **Table 1**, the correlation coefficient is equal to 0/574. Because this numerical value is in the interval [0/3and 0/7), so there is moderate relationship between these two variables. Also according to the $\text{sig}=0/00<0/05$ the assumption of correlation between these two variables will be accepted. So there is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent training and developing system with their performance, and the above hypothesis is confirmed. In relation to the correlation coefficient can claim that due to the positive correlation coefficient, there is a direct relationship between these two variables.

The fourth hypothesis: There is a correspondence between the conceptions of the employees of Fars agriculture Jihad organization of talent retaining system with their performance. According to Table 1, the correlation coefficient is equal to 0/531. Because this

numerical value is in the interval [0/3and 0/7), so there is moderate relationship between these two variables. Also according to the $\text{sig}=0/00<0/05$ the assumption of correlation between these two variables will be accepted. . So there is a correspondence between the conceptions of the employees of Fars Agriculture Jihad organization of talent retaining system with their performance, and the above hypothesis is confirmed. In relation to the correlation coefficient can claim that due to the positive correlation coefficient, there is a direct relationship between these two variables.

CONCLUSION: The main objective of the present study was to investigate the correspondence between the conceptions of the employees of Fars agriculture Jihad organization from talent management with their performance. The results indicate that that there is a correspondence between the employees' conceptions of this organization from talent management and its variables with there performance. Finally, the hypothesis of the research will be analyzed and discussed in detail.

First hypothesis: There is a correspondence between the conceptions of the employees of Fars Agriculture Jihad Organization of talent attracting system with their performance. The results that are related to the above

hypothesis indicate that there is a positive correspondence between the conceptions of the employees of Fars Agriculture Jihad Organization of talent attracting system with their performance.

It should be mentioned about this analysis that if the employees feel that talent attracting system as one of the aspects of talent management system, based on appropriate indicators is handled more in their organization, their performance will increase. In other words, according to social exchange theory, the employees of Fars Agriculture Jihad Organization consider handling talent attracting system by their organization as the organization's commitment to themselves, and they try to compensate it by their positive opinions and performance that support their organization goals. This finding is consistent with the results of Yar Ahmadi Khorasani (2007), McKinsey consulting firm (1997), Chambers (2008) and Kaur (2012). The researches of these scholars also showed that there is a significant positive relationship between talent attracting system and employees performance. Then the results of the previous studies also converge with the result of this study.

The second hypothesis: There is a correspondence between the conceptions of the employees of Fars Jihad Agriculture

Organization of talent assessing and discovering system with their performance. The results indicate that there is a correspondence between the conceptions of the employees of Fars Jihad Agriculture Organization of talent assessing and discovering system with their performance. It could be mentioned about this correspondence, if the employees feel that talent assessing and discovering system based on accurate indicators is handled more in their organization, their performance will increase. In other words, according to social exchange theory, the employees of Fars Agriculture Jihad Organization consider handling talent assessing and discovering system by their organization as a sign of how the organization values their contributions. In response to this valuation, some obligations are internalized in the employees, and they will support their organization goals. This finding is consistent with the findings of Ston (2002), Vural, Vardarlier, and Aykir (2012) and the Researches of Chambers (2008). The researches of these scholars also showed that there is a significant positive relationship between talent assessing and discovering system and employees performance. Then the results of the previous studies also converge with the result of this study.

The third hypothesis: There is a

correspondence between the conceptions of the employees of Fars Agriculture Jihad Organization of talent training and developing system with their performance. The results of the above hypothesis indicate that there is a correspondence between the conceptions of the employees of Fars Agriculture Jihad Organization of talent training and developing system with their performance. It could be mentioned about this correspondence, if the employees feel that talent training and developing system based on accurate indicators is handled more in their organisation, their performance will increase. Implementing talent training and developing system as one of the aspects of talent management in the organization, through manifesting talents, developing and strengthening the capacity of staffs and increasing their job skills will lead to increasing job satisfaction, motivation, improving employees performance, enhancing their institutional position and increasing the organization efficiency. Also according to social exchange theory, the employees of Fars agriculture Jihad Organization consider handling talent training and developing system by their organization as a sign that their organization values their contributions and invests for their future. In response to this investment of the

organization, a positive point of view is formed in the employees that increase their motivation to do their duties better. This finding is consistent with the results of Rezai and Jamshidian (2009), McKinsey consulting firm (1997) and kip (1989). The researches of these scholars also showed that there is a significant positive relationship between talent training and developing system and employees performance. Then the results of the previous studies also converge with the result of this study. The fourth hypothesis:

There is a correspondence between the employees' conceptions of Fars Agriculture Organization of talent retaining system with their performance.

The results of the above hypothesis indicate that there is a correspondence between the conceptions of the employees of Fars Agriculture Organization of talent retaining system with their performance. It could be mentioned about this correspondence, if the employees feel that talent retaining system based on accurate indicators is handled more in their organization, their performance will increase. In other words, according to social exchange theory, the employees of Fars Agriculture Organization consider handling talent retaining system by their organization as the organization commitment to

themselves, and they try to compensate it by their positive attitudes and behaviors that are organized in order to increase the organization productivity. This finding is consistent with the results of Najafi (2006), Halfman and Armstrong. These researchers concluded that there is a significant positive relationship between talent retaining system and employees performance. Then the results of the previous studies also converge with the result of this study.

RECOMMENDATIONS

According to the positive correspondence between the employees conceptions of Fars Agriculture Jihad Organization of talent management plan with their performance, this organization can improve its employees performance by trying to handle talent management plan more. To increase implementing this plan in Fars Agriculture Jihad Organization, these solutions are recommended.

□ Some of the recommended indicators that Fars Agriculture Jihad Organization can use to attract talents include: Establishing reputation for the organization, providing appropriate rewards for employees, creating opportunities for employees learning and development, supporting those who have high learning and physical capacities and by introducing new ideas make major changes in

the organization, selecting from top graduates and innovators, using of expert interviews, checking backgrounds and local researches, placing each employee in his proper post, proportion of jobs to workers, employees awareness of the organization goals, values and expected patterns of behavior and aligning employees with the organization's mission and goals.

□ Some of the recommended indicators that Fars Agriculture Jihad Organization can use to assess and discover talents include: providing a clear definition of the organization expected competencies and qualifications to employees, using of appropriate assessment criterias for measuring employees performance, identifying employees' talent and potential capacities, proper evaluation of employees performance, identifying employees' strengths and weaknesses correctly.

□ Some of the recommended indicators that Fars Agriculture Jihad Organization can use to develop and train talents include: holding training courses such as justification, joint office, job-specific courses, cultural, social and educational programs tailored to the needs of employees and organization, replacing employees in the organization key posts correctly, replacing employees in the organization key posts based on their

professional experiences, providing equal opportunities for employees for promotion and replacement

□ Some of the recommended indicators that Fars Agriculture Jihad Organization can use to retain talents include: Salary and payments of the organization should be more appropriate than those of other organizations, providing equal career opportunities for employees, participating employees in the organization decision-making and affairs, reforming undesirable behaviors of employees by providing feedbacks, excluding inappropriate people and those who do not fit with the organization's goals and circumstances.

REFERENCES

1. Armstrong, Michael (2007). Performance management, basic strategies and practical guidance. Translation Mirsepasi Nasser Ismail Kavooosi, cashmere publications.
2. Taj al-Din, Muhammad, Maali tafti, M. (2008). "Talent management: the management of talent." Monthly policy nineteenth year, the number one hundred and ninety-first, Sfhath63-62.
3. Taj al-Din, Muhammad, Maali tafti, M. (2008). "Talent management is in the process of human resource development". Monthly policy nineteenth year, and the number Dvyst, Sfhath73-72.

4. Trance, Rmychl (1997). People in the field

of organizational behavior. Translator Hussein Shokrkon emissions growth.

5. Jafari Mehr, G. (2011). Concerning the use of talent management by staff managers to enhance employee Shooshtar Karun Agro Industry. Master's thesis, students of Public Administration, Faculty of Letters and Human Sciences, Shiraz PNU.

6. Jones, John; Diamond, William (2000). 360 degree feedback strategies, approaches and practices to enhance managers. Translation ASGHARPOUR Syed Ismail, G. Taleghani, Tehran, Iran Supplying Automotive Engineering design and printing.

7. Haji Karim, AA; Soltani, M. (2011). "Analysis of the evaluation of talent management." Management, organizational culture, in ninth grade, number twenty-third, Sfhath116-95.

8. Redman, Tom, Wilkinson, Adrian (2009). Advanced Human Resource Management. Translation: Mir Ali Naqvi, Tehran, Mahkameh printing.

9. Guy, Matthew; Sims, Doris (2009). Potential for future development: a practical guide talent management and succession planning. Jazani her translator, Tehran, excel, printing.

10. Mtana Institute, 2010 Available from URL: [www. Metana. ir / userfiles // TMS-Missing.pdf](http://www.Metana.ir/userfiles//TMS-Missing.pdf), cited.

11. Namjoo, M. (2015). The analysis of the correspondence between the conceptions of the employees of agricultural organization in Fars from the talent management plan with their performance, Masters degree Public Administration, Faculty of Letters and Human Sciences, Shiraz PNU.
12. Yar Ahmadi Khorasani, M. (2007). "Human resource planning, management priorities for the future." *Journal of Management*, Vol. XVIII, No. hundred and twenty-ninth, pages 76-73.
13. Allen, N. J.; Meyer, J. P. (1990). "The Measurement And Antecedents Of Affective, Continuance And Normative Commitment To The Organization". *Journal Of Occupational Psychology*, 63,1-18
14. Areiqat, Ahmad Yousef; Abdelhadi, Tawfiq; Al-Tarawneh, Hussien Ahmad.(2010). "Talent Management As A Strategic Practice Of Human Resources Management To Improve Human Performance". *Interdisciplinary Journal Of Contemporary Research In Business*, Belleville, Jun, 2.
15. Armstrong, Michael.(2006). *A Handbook Of Human Resource Management Practice*. Kogan Page Ltd., 10th Edition, April.
16. Armstrong, M.(1994). *Performance Management, Key Strategies And Practical Guidelines*. Great Britain, Kogan Page Limited.
17. Bernadin, H. K.; Kane, J. S.; Spina, J. D. R.; Johnson, D. L.(1995). *Performance Appraisal Design, Development And Implementation*. In G. R. Ferris; S. D. Rosen; D. J. Barnum(Eds Handbook of Human Resource Mangement, Blackwell, Cambridge, Mass.
18. Bjorkman, Ingmar; Ehrnrooth, Mats; Makela, Kristiina; Smale, Adam; Sumelius, Jennie.(2013). "Talent Or Not? Employee Reactions To Talent Identification". *Wiley Online Library*,52,195-214.
19. Brumbach, G.B.(1988). *Some Ideas, Issues And Predictions About Performance Management*. Public Personnel Management, Winter, 387-402.
20. Cheese, Peter; Thomas, Robert J.; Craig, Elizabeth.(2008). *The Talent Powered Organization*. Kogan Page.
21. Collings, D.; Mellahi, k.(2009). "Strategic Talent Management: A Review And Research Agenda". *Human Resource Management Review*, 19, 304-313.
22. Cropanzano, R.; Mitchell, M. S.(2005). "Social Exchange Theory: An Interdisciplinary Review". *Journal Of Management*, 31,874-900.
23. Evans, P.; Pucik, V.; Bjorkman, I.(2002). *The Global Challenge*. International Human Resource Management, 2nd Edition, N.Y:

-
- McGraw-Hill.
24. Ingham, Jon.(2006). *Closing The Talent Management Gap, Strategic HR Review*. Melcrum Publishing Ltd
25. Kane, J. S.(1996). "The Conceptualization And Representation Of Total Performance Effectiveness". *Human Resource Management Review*, Summer, 45-123.
26. Kaur, Rajpreet.(2012). "Empirical Study Of Talent Management Program And Its Impact On The Employees Retainment And Performance In Indian Supermarket Big Bazaar". *Human Resource Management Research*, 3(3), 61-70.
27. Laff, Michael.(2006). "Talent Management From Hire To Retire". T+D, November.
28. Loftus, Paul.(2007). "Tackle Talent Management To Achieve High Performance". *Plant Engineering*, June.
29. Mucha, Rochelle Turoff.(2004). "The Art And Science Of Talent Management". *Organizational Development Journal*, Winter, 22.
30. O'Reilly, Charles A.; Pfeffer, Jeffrey.(2000). "Hidden Value". *Perseus Distribution Services*.
31. Phillips, Deborah R.; Roper, Kathy O.(2009). "A Framework For Talent Management In Real Estate". *Journal Of Corporate Real Estate*, 11(1), 7-16.
32. Vural, Yalcin; Vardarlier, Pelin; Aykir, Abdullah(2012). "The Effects Of Using Talent Management With Performance Evaluation System Over Employee Commitment". *Social And Behavioral Sciences*, 58, 340-349.
-