

## The Study of Performance and Analysis of Talent Management Impacts on its Improving

<sup>1</sup>Mohammad Ghasemi, <sup>2</sup>Somayeh Zeinali and <sup>2</sup>Abbas Gholami

<sup>1</sup>Department of Management, University of Sistan and Baluchestan, Zahedan, Iran

<sup>2</sup>Islamic Azad University, Zabol Branch, Zabol, Iran

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**Abstract:** This study aimed to investigate the effect of talent management on the performance of teachers in the Zabol 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 Zabol academic year 2016 (625) 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, type's 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 Zabol 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 Zabol city is effective.

**Key words:** Talent management, organizational performance, teachers, Zabol city, survey

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### 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 (Fatima and Abbaspour, 1972).

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 and shade managers is considered. 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 cannot measure something, it cannot be managed. What gets measured, it can be done as well. Certainly as long as the available functional status do not know we cannot improve performance.

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 (Asil *et al.*, 1973).

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. 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.

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

**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 Zabol city's education". To achieve this objective the following assumptions will be discussed:

- Talent management components have effect on the performance of teachers of Zabol city education
- The values and culture have effect on the performance of teachers of Zabol city education
- Working conditions have effect on the performance of teachers of Zabol city education
- Teaching and learning atmosphere have effect on the performance of teachers of Zabol city education
- Managers views have effect on the performance of teachers of Zabol city education
- The infrastructure have effect on the performance of teachers of Zabol city education
- Management factors have effect on the performance of teachers of Zabol city education
- Job physical environment have effect on the performance of teachers of Zabol city education
- The managers participation have effect on the performance of teachers of Zabol city education

## **MATERIALS AND METHODS**

According to purpose of this research to examine the impact of talent management on the performance of teachers in the Zabol 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 (625), respectively. In this study, simple random sampling was used. To achieve sample size, Krejcie and Morgan table was used which for population of 625 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:

**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.

**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 1-4

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.

## **RESULTS AND DISCUSSION**

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

**Hypothesis 1:** Talent management has a significant effect on the performance of teachers education in Zabol city. To analyze this hypothesis, Pearson correlation coefficient and linear regression were used in Table 1. Results of Table 1 shows that the variable talent

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

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Talent management	225	144.04	21.7	0.678**	0.457	0.678**	75.13	0.000
The performance of teachers	225	43.820	6.76					

Significant level of 99%\*\*

Table 2: Pearson correlation and linear regression

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Values and culture	225	22.44	4.48	0.676**	0.457	0.676	13.71	0.000
The performance of teachers	225	43.82	6.76					

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

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Working conditions	225	22.57	5.49	0.695**	0.480	0.695	14.42	0.000
The performance of teachers	225	43.84	6.76					

Table 4: The teaching and learning atmosphere have significant effect on the performance of teachers of Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Teaching and learning atmosphere	225	20.33	5.27	0.474**	0.221	0.474	5.04	0.000
The performance of teachers	225	43.82	6.76					

management have average of (144.04) and standard deviation (21.7) and teachers' performance variable with mean (43.82) and SD (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 Zabol 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 R<sup>2</sup> (0.457) and it is predicted.

**Hypothesis 2:** Values and culture has a significant effect on the performance of education teachers in Zabol city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 2. 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 Zabol 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 R<sup>2</sup> (0.455) and it is predicted.

**Hypothesis 3:** The working conditions have a significant effect on the teachers of Zabol city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 3. 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 Zabol 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 R<sup>2</sup> (0.455) and it is predicted.

**Hypothesis 4:** The teaching and learning atmosphere have significant effect on the performance of teachers of Zabol city. To analyze this hypothesis, Pearson correlation and linear regression were used in Table 4. Results of Table 4 shows that the variable teaching and learning atmosphere have average of (20.33) and standard deviation (5.27) and teacher's 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 Zabol 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 R<sup>2</sup> (0.221) and it is predicted.

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

Table 5: The views of managers have significant effect on the performance of education teachers Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Views of managers	225	18.92	3.23	0.472**	0.22	0.472	8.003	0.000
The performance of teachers	225	43.82	6.76					

Table 6: Infrastructure and processes has a significant effect on the performance of education teachers Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Infrastructure and processes	225	18.73	3.06	0.333**	0.107	0.333	0.275	0
The performance of teachers	225	43.82	6.76					

Table 7: Management factors have a significant effect on the performance of education teachers Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Management factors	225	19.36	3.83	0.518**	0.265	0.518	9.03	0
The performance of teachers	225	43.82	6.76					

Table 8: Job physical environment has a significant effect on the performance of education teachers Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
Job physical environment	225	17.47	4.74	0.373**	0.135	0.373	6.002	0
The performance of teachers	225	43.82	6.76					

Results of Table 5 shows that the variable views of managers have average of (18.92) and SD (3.23) and teacher's 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 Zabol 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 R<sup>2</sup> (0.220) and it is predicted.

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

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 SD (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 Zabol 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 R<sup>2</sup> (0.107) and it is predicted.

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

Results of Table 7 shows that the variable Management factors have average of (19.36) and SD (3.83) and teacher's performance variable with mean (43.82) and SD (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 Zabol 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 R<sup>2</sup> (0.265) and it is predicted.

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

Results of Table 8 shows that the variable Job physical environment have average of (17.47) and SD (4.74) and teachers' performance variable with mean (43.82) and SD (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 Zabol 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 R<sup>2</sup> (0.135) and it is predicted.

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

Results of Table 9 shows that the role and contribution of managers have average of (7.84) and SD

Table 9: The role and contribution of managers has a significant effect on the performance of education teachers Zabol city

Parameters	Number	Average	SD	r	Adjusted R <sup>2</sup>	B standard	t-values	Sig.
The role and contribution of managers	225	7.840	1.65	0.225**	0.138	0.225	6.07	0
The performance of teachers	225	43.82	6.76					

(1.65) and teacher's performance variable with mean (43.82) and SD (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  $r = 0.225$  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 Zabol 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 R<sup>2</sup> (0.138) and it is predicted.

### CONCLUSION

The results of the first hypothesis showed that between talent management on the performance of teachers of Zabol city there is significant and positive relationship ( $r = 0.678$  which talent management could affect the performance of teachers up to 45% and it is predicted. So, it can be concluded that talent management has a significant effect on the performance of education teachers in Zabol city. This finding is consistent with the findings of Asil *et al.* (1973) Shaemibozorgi and Jila (2010), Kamran *et al.* (1972) and Audrey *et al.* (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 Zabol 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% and it is predicted. So, it can be concluded that values and culture has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972), Fatima and Abbaspour (1972), Karimi *et al.* (1969) and Audrey *et al.* (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 Zabol 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 Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972), Hossein and Azhdar (1973), Half (2007) and Michael *et al.* (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 research.

The results of the fourth hypothesis also indicated that the between teaching and learning on performance of city Zabol 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% and it is predicted. So, it can be concluded that teaching and learning has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972), Hossein and Azhdar (1973), Mohsen and Mehdi (1973) and Audrey *et al.* (2010). From the results it can be deduced that the most important factor in job satisfaction, job or self-employed, i.e., 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 Zabol 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% and it is predicted. So, it can be concluded that views of managers has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972) and Audrey *et al.* (2010). They also reported on their research on the views of of manager's 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 Zabol 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% and it is predicted. So, it can be concluded that infrastructure and processes has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972), Karimi *et al.* (1969), Hossein and Azhdar (1973), Mohsen and Mehdi (1973) and Audrey *et al.* (2010).

The results of the Seventh hypothesis also indicated that the between management factors on performance of city Zabol 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% and it is predicted. So, it can be concluded that management factors has a significant effect on the performance of education teachers in Zabol 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 Zabol 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% and it is predicted. So, it can be concluded that management factors has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972) and Audrey *et al.* (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 Zabol 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% and it is predicted. So, it can be concluded that management factors has a significant effect on the performance of education teachers in Zabol city. This is consistent with the findings of Asil *et al.* (1973), Shaemibozorgi and Jila (2010), Kamran *et al.* (1972) and Audrey *et al.* (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 Zabol 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 Zabol city, It is effective.

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