



## Leveraging Employee Engagement by a Talent Management Strategy

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**Abstract:** Our purpose to do this survey is to propose a useful model for the talent management strategy and to state typical area and their importance on management and also to employee engage to show how this model can influence the engagement and improve the determination on pool talent and show the role of workplace of democracy in the employee engagement. This survey studies the influence of talent management strategy on the employee engagement. talent management are identified via five factors by Sween (2009); Communications, Employee development, Rewards & recognitions, Rewards & recognitions, Managing performance, Open climate /culture. whereas the employee engagement: are identified by eight factors Job is challenging & meaningful, Have resources to do job, Trust in management, Perceived support from org, Perceived support from supervisor, Rewarded and recognized, Committed to organization, Safe to act. The input of our survey data were gathered from a sample of 207 employees in the Industry, Mine and Trading Ministry in Tehran. This survey data showed that the talent Management Strategy has been effective in all aspects, but in financial management and getting the organization support and also in formality and employee engagement, no meaningful effects were seen. Moreover, workplace of democracy adjusts the role of talent management as an interfere.

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### 1. Introduction

We believe that some, maybe even most, organization change projects are doomed to failure from the beginning. The type and amount of change that is being attempted is simply beyond the ability of most organizations to adopt successfully. Admittedly, some organizations have made amazing transformations. fundamental building block of a talent management strategy which involves both employee and organization development. It begins with a focus on commitment, engagement and accountability. As organization development (OD) has evolved and connected with HR, it has focused on aligning its practices in multiple roles and directly affecting firm performance (Sweem, 2009, pp. 13-14). By focusing on the work to be done or HR and OD domains, it is our hope that business and HR and OD leaders will have a guide to help them define specific roles, responsibilities and structures that best suit and leverage their organizations' values, vision, mission, and strategy (Morgan, & Jardin, 2010). And So many organizations have a vision or mission statement that states people are their most valuable asset. If this is true, the development and concern of employees in any organization would have the

highest strategic priority and employee engagement within those organizations would be very high. Many surveys conducted by consulting firms consistently state that high employee engagement enhances organizational performance and contributes to the bottom line (Sweem, 2009). In many ways HR and OD are technically different but practically the same. We believe however that transformative change is currently afoot and that building two highly interdependent, strong functional areas with clearly articulated operational mandates and aligned goals would yield great results for organizations while increasing practitioners' stature as strategic business partners (Morgan, & Jardin, 2010).The term talent management first emerged in the late 1990s and was popularized when a study completed by researchers within McKinsey. Talent management refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retaining current workers to meet current and future business objectives. Companies engaging in a talent management strategy shift the responsibility of employees from the human resources department to all managers throughout the organization. The process of attracting and retaining profitable

employees, as it is increasingly more competitive between firms and of strategic importance, has come to be known as "[the war for talent](#)". Talent management is also known as HCM (Human Capital Management) (Wikipedia, 2010). In a competitive marketplace, talent management is a primary driver for organizational success. Broadly defined, talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Lockwood, Talent Management: Driver for Organizational Success., 2006). "Talent management" is the recruitment, development and retention of individuals who consistently deliver superior performance. It's a strategic issue. It is not a 'nice to have' or a 'coincidental benefit'. It is something that has to be worked for, planned and given executive attention (Davis, Cut, Flynn, Mowl, & Orm., 2007) The initial benefits will be in terms of having a workforce which is inherently capable of doing a good job. This in itself is a valuable outcome, the fact that many of them will be capable of taking on wider responsibilities and be able to perform them well is a second benefit, and the third advantage is that senior appointments can be made from internal resources. This reduces the impact of disruption caused by the introduction of externally resourced appointments. How much better to have a strategy which seeks to recruit, develop and nurture internal talent that is capable of reaching the highest levels in the organization. This is what talent management is all about (davis et al., 2007). Talent management still be adopted by companies and more companies come to realize that their employees' talents and skills drive their business success. These companies develop plans and processes to track and manage their employee talent, including the following: 1.sourcing, 2. Attracting and recruiting and onboarding qualified candidates with competitive backgrounds, 3. Managing and defining competitive salaries, 4. Training and development opportunities, 5. Performance management processes, 6. Retention programs, 7. Promotion and transitioning. And in addition Talent management is also known as HCM (Human Capital Management), [HRIS](#) (HR Information Systems) or HRMS (HR Management Systems), and HR Modules. However, talent management is usually a set of processes and does not always rely on a computer system, as do HRIS and HRMS (Hengst, 2007). Given the strategic importance of talent and the ability to create and develop it, nurturing and developing talent has to become everyone's responsibility in every

organization. In talent-powered organizations, organizational capabilities in defining, discovering, developing, and deploying talent allow everyone in the organization to identify and nurture talent in ways that enhance performance (Cheese, Thomas, & Craig, 2008). To date, the field of characterizations and explanations of the essence of talent management is immense. Nevertheless, three streams come into sight as several authors observed. A first stream emphasizes the human capital and therefore the definition of talent, a second stream sees Talent Management as "a process through which employers anticipate and meet their needs for human capital", and a third stream perceives talent management as an instrument to reach economic outcomes (Bethke, Mahler, Staffelbach., 2010, p. 2). Sourcing talented people is one of the key elements of a talent management strategy. The others are talent retention and development. What we are looking for is a talent pool, Talent (IT) can be sourced from two different pools-external and internal. Any structured talent management strategy will need to sources. The search for talent can only begin once the selection criteria have been identified. Therefore the starting point is the development of a talent filter which can be used to evaluate potential candidates (Davis et al., 2007). Sourcing refers to establishing criteria, sources, and a feeder system for identifying a cadre of highly motivated, multicultural individuals for potential employment (Guillory, 2009). The thinking behind the Talent Search Matrix is to combine a number of quantifiable and unquantifiable elements which, when taken together, paint a picture of an individual who is likely to produce the desired results. The important thing is to focus on the qualities that are required rather than to produce a job description. There are six elements in the matrix: Experience, Profile, Qualification and Expertise, Potential, Quantification. Experience, profile and qualification can all be subjected to objective assessments, while expertise, potential and quantification depend more upon the subjective dimension. Experience: This is a description of the experiences that the candidate will have been exposed to. It could include periods in line or staff functions, responsibility for team leadership, budget and goal setting, staff training and project management. 2. Profile: This may be determined by psychometric testing or personality profiling. 3. Qualification: This description will identify desirable levels of academic achievement or professional qualifications. 4. Expertise: This will identify particular personal strengths and knowledge sets that are required. 5. Potential: This will identify the ultimate level or responsibility that the selected candidates should be able to aspire to. Not all

members or the talent pool are potential chief executives but they should all be capable of filling senior executive positions. 6. Quantification: These are the levels of achievement that candidates should be capable of in operational terms. They could include the ability to integrate an acquisition, effect a profit turnaround. Manage an overseas branch or launch a new product (Davis et al., 2007). The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives” (Lockwood, 2007). The Gallup Management consultants express engagement as employees who work with passion and feel a profound connection to their company, and also Committed employees are proud to work for their companies and motivated to help drive success. In generally, most definitions include employee commitment, a connection to the job and organization and an understanding of the organization's goals and strategies. Engaged employees exhibit a willingness to make an extra effort for the success of the company (Sweem, 2009). Employee engagement is a complex concept, with many issues influencing engagement levels. Consequently, there are many pathways to foster engagement, with no one ‘kit’ that fits all organizations. While each company may define employee engagement differently, ultimately, the key to effective engagement will be rooted in the flexibility of approach most appropriate for each individual firm (Lockwood, 2007). One of the most significant threads in the current research is the discovery that employee engagement is linked to customer satisfaction which is linked to organizational financial success. Employee engagement/satisfaction distinctly affects the bottom line (insala, 2007). Employee engagement is defined as “the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment.” Research shows that the connection between an employee’s job and organizational strategy, including understanding how important the job is to the firm’s success, is the most important driver of employee engagement (Lockwood, 2007). The important thing to remember is that engaged, or highly engaged, employees may well be the exception. From the various engagement measures used across organizations today, it appears that many employees are not actively engaged, and some are actively disengaged - which means that many businesses worldwide could be underperforming because of lack of engagement (Cheese, Thomas, & Craig, 2008). Employee engagement has an enormous impact on organizational outcomes. Extensive research

consistently demonstrates a strong positive relationship between high levels of employee engagement and desired organizational outcomes such as customer satisfaction, safety, low turnover, productivity, and profitability. Engagement refers to a high level of motivation to perform well at work combined with passion for the work. Engaged employees are absorbed intellectually and emotionally in their work and vigorously invest their best efforts in producing the outcomes needed for the organization to achieve its goals (MSPB, 2009). Effective Talent management policies and practices that demonstrate commitment to human resources result in more engaged employees and lower turnover. Consequently, employee engagement has a substantial influence on employee productivity and talent retention, an In addition, The role of the manager as the most important enabler of employee commitment to the job, organization and teams cannot be overemphasized Furthermore, when done well, practices that support talent management also support employee engagement. Lockwood (2006) concludes that it is the work experience and ultimately, the organizational culture that determine employee engagement and retention of talent. Rewards and recognition also help both to retain talent and to improve performance. A Carlson/ Gallup study on employee engagement and business success showed that employees who were extremely satisfied at work were four times more likely than dissatisfied employees to have a formal measurement process in place as well as receive regular recognition (lockwood, 2006). Talent management supports all strategic and cultural objectives and embodies emotional commitment by management that is reflected in their actions and decisions. The model below (Figure 2) proposes a holistic concept of talent management. Through this strategy, employee engagement can be secured in order to positively affect overall organization strategy as it is embedded within the culture and company. If talent management is not part of the organization-strategy, it is doomed for failure. If the basic architecture of a model can be identified and confirmed as core components of a talent management strategy, organizations can begin to move toward a more successful performing company. Organizations must acknowledge that people are their most valuable asset that is a strategic resource. It is only through maximizing human capital that organizations will be able to achieve growth and sustain success (Sweem, 2009, pp. 49-50-51).

## 2. Material and Methods

A total of 207 surveys were distributed to the the Ministry of Commerce operating in Tehran. With Use Table Cochran volume, 207 as the sample were selected. Sample characteristics are shown in Table 1.

### Measures

The survey consisted of measures designed to capture the various facets of the two concepts being investigated in this research, TM and EE. There were 120 questions utilizing a Likert-scale response\_scheme. For ease of interpretation in the statistical analyses, the scale was transposed to 5 = strongly agree; 1 = strongly disagree.

Talent management

Scales developed by Sweem (2009) were used to measure the four dimensions of Talent management, Which including: (1) communications, (2) Employee Development, (3) Rewards & recognitions, (4) Managing performance,(5) Open climate /culture.

### Employee Engagement

Scales developed by Sweem (2009) were used to measure the four dimensions of Employee engagement, which including: (1) Job is challenging & meaningful, (2) Have resources to do job, (3) Trust in management, (4) Perceived support from org, (5) Perceived support from supervisor, (6) Rewarded and recognized, (7) Committed to organization, (8) Safe to act.

Table 1. Demographic characteristics

Classification	Variable	N	%
Gender	Female	102	49.3
	Male	105	50.7
Age(year)	>1	27	13
	1-5	51	24.6
	6-10	48	23.2
	11-20	78	37.7
	<20	3	104
Position held	Supervisor	75	36.2
	employee	132	63.8

Table 2. Re three dimensions core

index	min	max	M	Sd
TM Strategy	1.57	4.31	3.1163	0.50211
EE Strategy	1.58	4.43	3.1076	0.48510
Workplace democracy	2.02	4.08	3.1719	0.39799

## 3. Results

In order to identify the key factors of constructs and determine the contribution of each component of Talent Management and employees engagement, the type of relationship, and the method of their influencing on them, the following research statistical formulas have been utilized: The Confirmatory factor analysis, Structural Equation, The matrix of correlation coefficients, Multiple linear regression analysis and MANOVA. To answer the questions concerning this research, investigative hypotheses have been extracted through correlation coefficient so that the impact of each of them can be considered and analyzed as follow: To examine the hypotheses, first of all Pearson and Spearman correlation coefficient have been used with respect to the normality of the data which measure the extent

and the level of significance of the relationship between the data. Accordingly, the hypotheses are analyzed with respect to the amount of P-Value existing in the hypothesis tables. If the degree of P-Value appears to be less than the level of significance, it is inferred that there is a relationship among the variables. The statistical format of the

hypotheses appears as follow: 
$$\begin{cases} H_0 : p = 0 \\ H_1 : p \neq 0 \end{cases}$$

(7 spp.), Rubiaceae, (3 spp.), Fabaceae, Poaceae, Apiaceae, and Cyperaceae (2 spp. each) and remaining 14 families were represented by single species. Taxonomically, Asteraceae (with 9 genera) was the most diverse family followed by Lamiaceae,

(with 7 genera), Apiaceae, Poaceae, Rubiaceae and Cyperaceae (with 2 genera each) and remaining 13 families were each represented by a single genus (Table 2).

The number of species varied spatially in both forests. In oak forest it varied from 15 (HT) to 30 (HB) and in pine forest from 12 (HT) to 23 (HB).

Across the forests, maximum species were present in oak forest (at HB, 30) as compared to pine forest (at HB, 23). Species richness was higher (7.4) at HB and lower at HT (5.0) in oak forest. Similar pattern was found in pine forest, i.e., maximum species richness was at HB (10.5) and minimum at HT (4.7).

Table 3. Cronbach's Alpha

Cronbach's Alpha	n	Question no
0.9512	207	120

**Hypothesis 1** There is significant relationship between Talent Management Strategy and employee engagement. Since  $p\text{-value} < .05$ , then H1 is confirmed.

Table 4. average three dimensions core

correlation coefficient	$\alpha$	sign
0.923	0.05	0.000

Table 5. Employee Engagement dimensions

	Employee Engagement dimensions							
	Job is challenging & meaningful	Have resource to do job	Trust in management	Perceived support from organization	Perceived support from supervisor	Rewarded and recognized	Committed to organization	afe to act
Communication	0/402	/414	0/852	0/228	0/617	0/706	0/369	/671
Employee development	0/771	0/672	0/391	0/204	0/729	0/696	0/389	/602
Revard & recognations	0/418	0/431	0/593	0/182	0/662	0/812	0/282	0/664
Managing performance	0/549	0/440	0/547	0/133	0/800	0/814	0/430	/583
Open climet & culture	0/451	0/463	0/600	0/272	0/711	0/708	0/430	/732

**Hypothesis 2** There is a significant relationship between communication and employee engagement dimensions.

**Hypothesis 3** There is a significant relationship between employee development and employee engagement dimensions.

Since  $p\text{-value} < .05$ , then the researcher's hypothesis is confirmed. It means that there exists a significant relationship between development and employee engagement dimensions.

**Hypothesis 4.** There is a significant relationship between Reward & recognition and employee engagement dimensions.

Since  $p\text{-value} < .05$ , then, the researcher's hypothesis is proved, in that there is a significant relationship between employees development and employee engagement dimensions, on one hand, and between Reward and recognition, on the other hand, with employee engagement dimensions.

**Hypothesis 5.** There is a significant relationship between managing performance\_and employee engagement dimensions.

Since the amount of level of significance (Since  $p\text{-value} < .05$ , then) for examining the relationship between managing performance\_along

with challenge dimensions and significance of the job, possessing the necessary recourses for performing the job, trust in management, perceived support from supervisor, reward and **recognized** and **Committed to organization** and **Safe to act** is lower than sig 0.05. Therefore the hypothesis No.1 is adopted because there exists a significant relationship between managing performance and the dimensions of employee engagement. However there is no relationship between managing performance and perceived support from organization.

**Hypothesis 6** There is a significant relationship between open culture & climate and the employee engagement dimensions.



Since  $p\text{-value} < .05$ , then Therefore we consider hypothesis number one ( $H_1$ ) as conclusion stating that there is significant relationship between open culture & climate and the employee engagement

dimensions. In other words, there is significant relationship between these two variables.

Table 6. LR (Linear Regression) between employee engagement and Talent Management Strategy.

$\alpha$	F	df	Sig	R	R square	Adjusted R square
0.05	1173.509	1	0.000	.923	0.851	0.851

In this regression, the correlation coefficient is 0.923 and R square which is the square of C.C. equals 0.851. It implies that the extent of variations in independent variables causes 85.1 in the variations of dependent variable. Hence, the amount of level of significance equals 0.000 and is lower than that of error 0.05, therefore hypothesis one including the LR, is confirmed and adopted.

$$\begin{cases} H_0: \beta_1 = 0 \\ H_1: \beta_1 \neq 0 \end{cases}$$

**Hypothesis 7.** Talent management strategy has significant effect on employee engagement:

As the amount of level of significance equals 0.000 and is lower than  $\alpha$  (0.05), we confidently select 95% of hypothesis one. Therefore, the amount of strategy coefficient of Talent Management becomes 0.891 and we conclude that Talent Management strategy has significant effect (impact) on employee engagement. The amount of this effect equals 92.3% which is positive (visit table 8). Therefore, the equation will be based on unstandardized coefficient as following:

Table 7. Talent management strategy coefficient

UNSTANDARDIZID COEFFICIENT	STANDARDIZID COEFFICIENT	t	Sig
0.891	0.923	34.257	0.000

$$Y = 0.330 + 0.891X = \{(\text{Talent Management Strategy } 0.891) + 0.330 = \text{Employee engagement}\}$$

**Hypothesis 8** There is a significant relationship between talent management strategy and workplace democracy.

UNSTANDARDIZID COEFFICIENT	STANDARDIZID COEFFICIENT	t	Sig
0.281	-	3.668	0.000

To examine of the impact of Talent Management Strategy on Employee engagement along with the entering of modifying variable of organizational democracy into the model of variable effect(impact) of independent strategy (table. 9). Since  $|T| \geq 1.96$ , then The impact Talent Management on dependent variable of employee engagement has reduced. Therefore we get the hypothesis one ( $H_1$ ) as conclusion, that is, organizational democracy modifies the effect of dependent variable of Talent Management Strategy on dependent variable of employee engagement. According to the linear regression between the dependent variable and independent variable (Adjusted R square=0.876, R=0.938, R square=0.879), we can infer that the amount of variations in independent variables reads to 87.9% percent variations in dependent variable.

Table 8. Assesses the impact of two variables

	t	Table Value	R
Model without moderating variable	32.257	1.96	0.923
Model with moderating variable	21.368	1.96	0.869
			-0.054

Test of significance of the coefficients:  $y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5$

$$\begin{cases} H_0: \beta_1 = 0 \\ H_1: \beta_1 \neq 0 \end{cases}$$

Test hypotheses are as following:

Table 9. Talent management strategy dimensions

	Talent management strategy dimensions				
	communication	Employee development	Reward & recognitions	Managing performance	Open climate & culture
Employee engagement	0.285	0.418	0.069	0.171	0.132
p-value	0.000	0.000	0.079	0.000	0.005
t	6.225	11.433	1.765	4.437	2.865

According to the amount of level of significance and an error of 0.05 Since  $P\text{-value} < 0.05$  ( $|T| > 1.96$ ), then with confidence of .95, the first hypothesis ( $H_1$ ) is confirmed. Therefore the equation will be on the basis of non-standard coefficient, as following:

$$\begin{cases} H_0: \beta_{12345} = 0 \\ H_1: \beta_{12345} \neq 0 \end{cases}$$

Table 10.

$$y = 0.281 + 0.239x_1 + 0.356x_2 + 0.141x_4 + 0.119x_5$$

Employee engagement = 0.281 + (0.239\* communication) + (0.356\* Employee development) + (0.141\* Managing performance) + (0.119\* Open climate & culture)

The examine of the impact of independent variables on dependent variables in the model through Using confirmatory factor analysis (visit Figure 3).

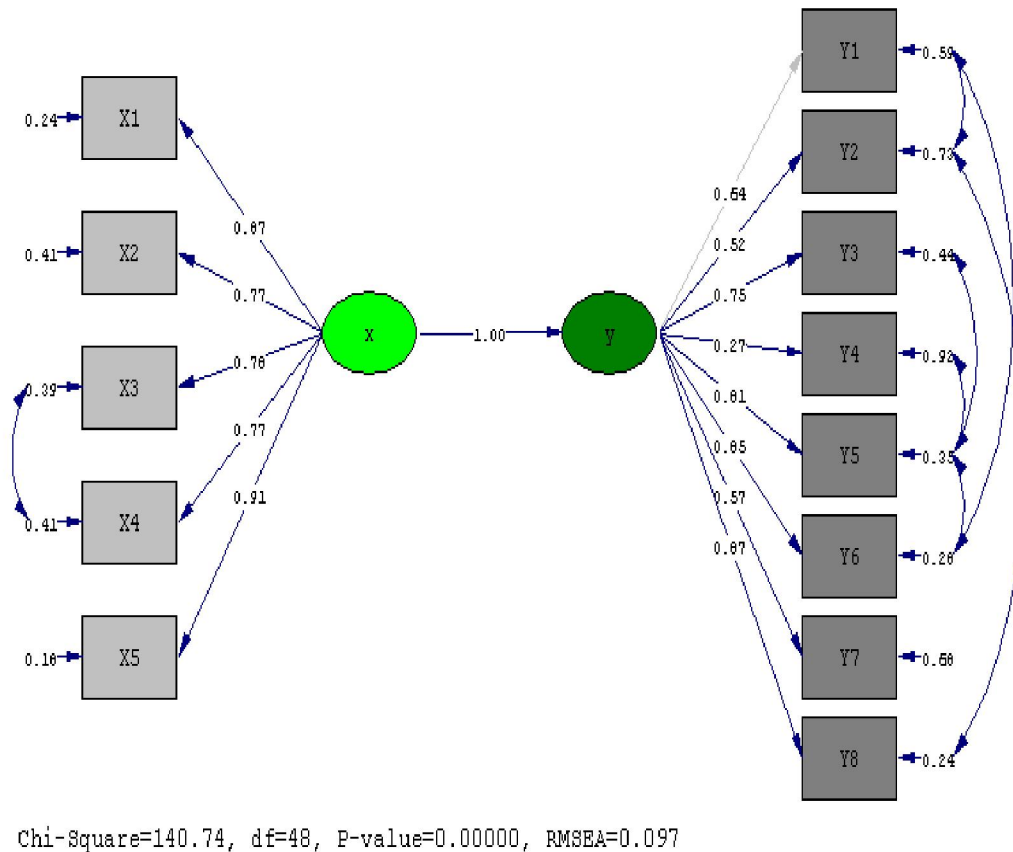
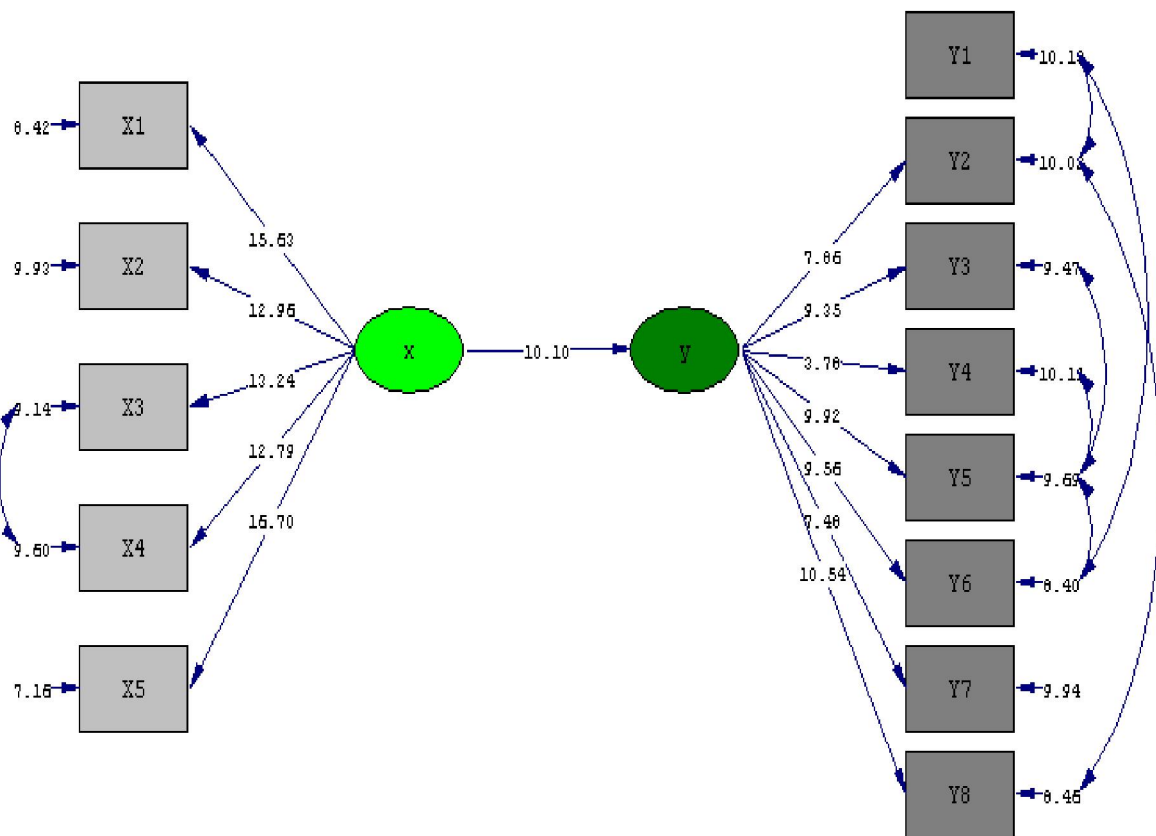


Figure 3. Confirmatory factor analysis, impact of independent variables on dependent variables.

According to the external, LISREL and the amount of  $\chi^2 d.f = 2.93 < 3$  which is sufficient. In terms of the above-mentioned criteria, the model has desirable Fitting indexes. The amount of  $\chi^2, d.f < 3$ . Also the amount of RMSEA is equal to 0.0927 but lower than 0.10. (**RMSEA = 0.097 < 0.10**) and The indexes (GFI=0.90, AGFI=0.82, NFI=0.94, NNFI=0.94, IFI=0.96, CFI=0.96, Chi-square=14.74) are all either higher or near to 0.90. Therefore, the model has shown fit well and is approved.

Analysis graph of the impact of independent variables on dependent variables in the model (visit Figure 4) of independent variables on dependent variables.



Chi-Square=140.74, df=48, P-value=0.00000, RMSEA=0.097

**Figure 4.** Confirmatory factor analysis, impact

The survey findings showed the new aspects of talent management strategy. In addition to experimental clues for the interaction between the talent Management Strategy and the employee Engagement, the study shows that the workplace of democracy can be an interfering mechanism between the talent Management Strategy and employee Management. The result of this survey proved that the view point on the talent Management Strategy can be not only a strategic method, but also a factor for the employee engagement. However, it is

effective on organizational structure and culture. His study creates a view point on the integration of the talent Management Strategy and employee engagement views in relation to workplace of democracy. It means that the resources in an organization might be possibly ignored. The resources which can make an organization take a step toward effectiveness. So far, few studies have been done on the relation between the talent Management Strategy and employee Engagement and the role of organizational democracy. In the present survey, the



effect of the talent Management Strategy on Staff Engagement when the interferer is considered as workplace of democracy in this study is so little. Meanwhile, we believe that the organizations which are trying to get the competitive advantage through the Capacity Management Strategy for employee Engagement are successful and they have the best structure. The employee Engagement occurs at the time when the talent Management Strategy comes into existence. The result showed that the talent Management dimensions would surely create the high participation of the staff in the Organization. Our most important purpose is change because organizations would turn to the best via this change and the talent would develop through this change. The focus on the human resources would guarantee the success in every organization because the purpose is more important than the need. At the same time, we believe that the organizations which are trying to get the competitive advantages via the talent Management Strategy through employee engagement would be successful and would have the best structure all the time. We are waiting for the ongoing studies that will study the connection between the organizational behaviors with these dimensions. Our suggestion is organizational behavior which has a key role in ultimate success and talent of employee. On the other hand, it has proved that the management structural factors cause not only the increase of employee engagement but also the improvement of human resources. The inter-model factors as proved by the analysis of factors are meaningful in the talent Management Strategy and increase the employee engagement when (they are) used. But in relation to the effect of workplace of democracy, the effect of the talent Management Strategy on the employee engagement decreases to 0.054. The result taken are the same as the survey done by Susan L. Sweem in the USA in 2009. Thus, the survey result, the talent management and the employee engagement are identified through their main factors. According to the meaningful relation between the talent management and the employee engagement, we can conclude that the talent Management Strategy will result when the employee engagement increases.

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