

THE EFFECT OF SUPPORTING MECHANISMS TO MOTIVATE HUMAN RESOURCES IN TALENT MANAGEMENT: AN APPLIED STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES AT THE DIWANIYAH TECHNICAL INSTITUTE AS A MODEL

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ABSTRACT

The mechanisms supporting the motivation of human resources in talent management is a neglected topic in Arab institutions in general and in Iraq in particular, knowing that these mechanisms have a major role in increasing the motivation of human resources, therefore, this study tries to prove this theory in general and within Iraqi institutions in particular.

To achieve this goal, the researcher reviewed previous studies and conducted a new study on a valid sample of 158 employees at the Diwaniyah Technical Institute.

Accordingly, study showed a set of results, foremost of which were the following:

1. The existence of a positive relationship with a significant significance between the supporting mechanisms to motivate human resources and talent management within the cradle, which shows the interest of employees in investing the supporting mechanisms in their internal operations.
2. The results showed that mechanisms based on motivating human resources can contribute to increasing employee satisfaction and effective participation in work. These mechanisms may motivate staff to perform at their best and stay in the Organization for long periods.
3. The results showed that supportive mechanisms to motivate human resources can provide opportunities to develop skills and capabilities for employees. These opportunities may include training, development and promotions, which help enhance the overall performance and productivity of employees.
4. It is noted that there is an impact of the supporting mechanisms to motivate human resources to promote creativity and innovation in the organization. By providing an environment that encourages participation and creative thinking, employees can offer new ideas and innovative solutions to organizational challenges.

Keywords: Supporting mechanisms to motivate human resources, talent management, Middle Euphrates University - Diwaniyah Technical Institute - Iraq.

INTRODUCTION

In most organizations, organization can be similar to bureaucratic organization, often ignoring active attention to employee talents. The focus is usually on human resource management, while talent management interest is almost minimal or non-existent in many HR

departments. Hence, there is a need to adopt a talent management strategy and pay attention to it to achieve the best results for organizations. Motivation is also one of the main factors adopted by modern organizations in improving their activities and programs and achieving their goals. The management of institutions is still looking for how to make these incentives effective in improving their performance by meeting the desires of employees, so that they contribute to the process of achieving growth and development, increasing the organization's production and achieving profits in the organization. This is done by providing products or services efficiently. The lack of proper incentives for a hardworking worker may negatively affect his performance and may lead to poor productivity.

In order to achieve the best results, organizations must pay close attention to talent management and development. This can be achieved by applying strategies and tools to attract, select, develop and retain outstanding talent. A work environment that encourages continuous development and learning, and continuous training and development opportunities for employees should be provided. Effective talent management promotes satisfaction, commitment, and productivity, and contributes to the long-term success of the organization.

With the expectations of stakeholders, business organizations were obliged to achieve organizational success, and this mainly affected human resources practices, and despite the increasing interest by business organizations and in light of the failure rates associated with human resources that are reflected in the failure to read the environment correctly, which required to enhance the capabilities of employees by restructuring their jobs and motivating them to participate in various training courses, which contributed to the development of the organization's capabilities to manage talent through the development of capabilities Human resources that enhance motivation and invest them in a way that directs organizational positions to raise the awareness of employees to achieve the goals of the organization in the long term, and this in turn contributed to the consolidation of ethical values, respect and responsibility within the organization and the completion of the tasks entrusted to them to the fullest and in a way that contributes to achieving talent management.

Hence, the management of human resources enhanced motivation contributes to the development and maintenance of the quality of work, which generates a set of expectations aimed at improving talent management as it represents building an important basis for periodic and radical changes in order to support the capabilities of the organization and improve its performance, by attracting new talents and energies in order to participate within their jobs and invest their capabilities, knowledge and abilities in order to address the obstacles that weaken excellence in work The reasons for choosing the research topic lie to the importance The power of human resources motivation in talent management is surprising as it can affect institutions positively by providing the right supporting mechanisms for the participation of workers and motivating them by providing meaningful rewards to create an environment in which employees feel supported, and These practices should help unleash the potential of the individual and drive the success of the institution, hence the researcher's orientation towards studying the impact of supporting mechanisms for human resources in talent management: Employees in the Diwanayah Technical Institute as a model.

PART ONE: STUDY METHODOLOGY

1.1 The problem of study

Today changes are understood as a key factor for the development of the future nowadays and in conjunction with the intense competitive climate in business, the development of talent management is one of the most important business factors and maintaining a competitive advantage in organizations where excellence can bring a lot of values to organizations and cause the organization to grow and prosper; however, few organizations focus on human investment and most invest in new technologies, programming systems and operating methods; while those modern organizations know that Its development depends on investing in employees and trying to lead the talents of its employees towards ultimate success, and talent management is now one of the most important strategic topics for organizations; the presence of talented people is necessary from every point of view and is often considered a key strategy in maintaining relative superiority against competitors; being talented is a point of view that must dominate all levels of the organization; in other words, the organizations that can achieve the required level of talent management are organizations that are interested in supporting mechanisms. To motivate human resources, hence the problem of study can be formulated in a major question:

What is the impact of the supporting mechanisms to motivate human resources in managing the talent of employees at the Technical Institute - Diwaniyah?

1.2 Study Questions

- The first sub-question: Is there an impact between compensation in talent management among employees at the Technical Institute - Diwaniyah?

- The second sub-question: Is there an impact between performance evaluation in talent management among employees at the Technical Institute - Diwaniyah?

- The third sub-question: Is there an impact between the rewards in the management of talent among employees at the Technical Institute - Diwaniyah?

Fourth sub-question: Is there an impact between independence in talent management among employees at the Technical Institute - Diwaniyah?

- The fifth sub-question: Is there an impact between participation in talent management among employees at the Technical Institute - Diwaniyah?

1.3 Importance of Study

1.3.1 Scientific significance

The scientific importance of the research comes through the scientific additions that it focused on, as it is one of the few researches in Iraq, in addition to its focus on studying the mechanisms supporting the motivation of human resources with its multiple components (compensation, performance evaluation, rewards, independence, and participation), relying on books, references and various scientific methodologies in the same field, and the scientific importance lies through the proposed model of study, which relates the variables of study with each other in a way that has not previously been addressed in the Diwaniyah Technical Institute. In Iraqi-Diwaniyah Governorate.

1.3.2 Theoretical Significance

The practical importance lies in the fact that it is a field research, which will be measured through a questionnaire tool that will be distributed to a sample of functional cadres in the Diwaniyah Technical Institute, in Iraq - Diwaniyah Governorate, and therefore it will stimulate the idea of searching for the director on the concepts of mechanisms supporting the motivation of human resources and how to measure and apply them in talent management at the Diwaniyah Technical Institute, with the aim of benefiting from them in improving the reality of the Diwaniyah Technical Institute in Iraq, and it is possible that the results and recommendations that will be reached by study will contribute In improving the reality of the Diwaniyah Technical Institute, in Iraq by relying on the development of supporting mechanisms to motivate human resources to improve talent management if it is adopted by its departments.

1.4 Objectives of Study

The main objective of study is to test the correlation and influence between the supporting mechanisms to motivate human resources and talent management, and a number of other important objectives emerge from this goal that can be summarized as follows:

1. Determine the level of talent management from the point of view of stakeholders by determining the degree of talent attraction, talent development, talent performance management, and retaining talent in achieving the goals it seeks in the long term.
2. Determine the extent to which the supporting mechanisms to motivate human resources contribute to increasing talent management, by determining compensation, performance evaluation, rewards, independence, and participation possessed by study sample.
3. A statement of the level of ownership of the employees of the Diwaniyah Technical Institute of the supporting mechanisms to motivate human resources.
4. Find out whether there is a discrepancy in the level of mechanisms supporting human resources motivation according to the number of years of job service.

1.5 Study Model

The variables of the research were as follows:

Independent variable: - It is represented by the supporting mechanisms to motivate human resources.

Dependent variable: -It represents talent management

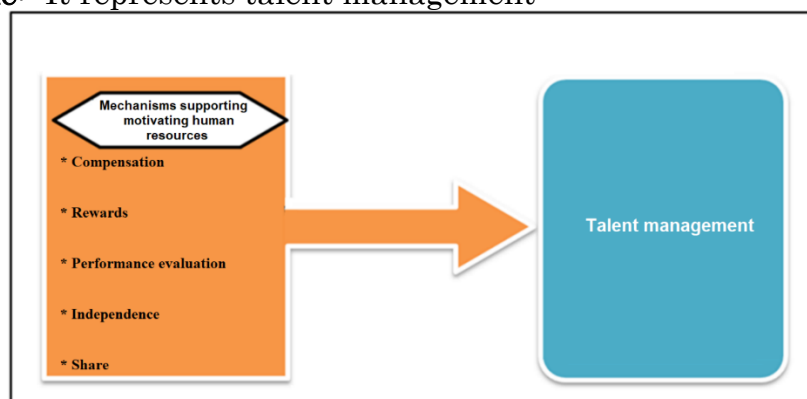


Figure 1: Hypothetical model of study

1.6 Study hypotheses

Main hypothesis: There is a statistically significant role at the significance level ($0.05 = \alpha$) among the mechanisms supporting the motivation of human resources in managing the talent of employees at the Diwaniyah Technical Institute as a model.

1.7 Study sample

The random sample method was used in the distribution of the questionnaire, and as a result, an amount of (200) questionnaire was distributed to the employees of study sample, and (174) was retrieved from them and by the number of damaged questionnaires of (16) and this shows that the number of valid questionnaires amounted to (158) approximately a response rate of (0.79).

PART TWO: THEORETICAL ASPECT

First: Supporting mechanisms to motivate human resources

1. The concept of supporting mechanisms to motivate human resources

Human resources represent the selection of human resources needs, examination, recruitment, training, reward and evaluation, as well as attention to labor relations, safety and health, and human resource management practices are one of the most important basic determinants of the success or failure of organizations, it aims to attract, train and maintain appropriate human resources in order to improve the level of production and reduce costs in the organization, and human resource management practices are defined as a set of practices used by the organization in order to manage its human resources and through the development and development of Human resources management is concerned with obtaining manpower in line with the organization's need in order to achieve its goals and achieve its specific strategies (Osemeke, 2012: 81).

The impact of human resource management practices on an organization's performance and success is crucial. The performance of any organization depends largely on its human resources, which in turn are influenced by the human resource management practices adopted in the organization. These practices affect organizational performance by affecting the development and behavior of employees. These practices also determine the quality, skill and motivation of selected employees, as well as the opportunities and incentives available to them to improve their job performance. The human resource management practices used by the organization to facilitate the development of competencies Specific and building complex social relationships and generating institutional knowledge are crucial to maintaining competitive advantage. These practices include performance management, training, work design, and compensation. Thus, effectively implementing HR practices in organizations is a key source of competitive advantage and has a positive impact on organizational performance (Noe et al., 2016:47),

Human resources are the basic wealth of any enterprise, be it productive or service, organizations try to make the most of human resources and devote themselves to the development of human resources, which finally reflects on the quality of performance of individuals. For the better in order to achieve the goals of the organization. The emergence of human resource management is the result of a series of overlapping developments that have

directly or indirectly contributed to the emergence of the need for professionals who aim to take care of the organization's personnel and seek to provide Employees are the best mechanisms to manage human resources effectively. The efficiency of an organization depends on the appropriate investment in its resources, especially human resources, which control the rest of the resources and how they are used, requiring separate management to focus on human resources (Arulrajah,2015:2).

Economists have always emphasized the importance of human resource development for economic growth, and investment in human resources is considered a national investment, capital with higher value and return, because the state is progressing through man, and the value of the economy is limited. For progress the human power that must be harnessed to transform wealth from a mere quantity to different technological energies that achieve the desired progress and investment in human resources contributes to economic and social progress and growth. We found that many countries, such as China, Japan and countries Other Southeast Asia, achieved high economic growth and managed to overcome the barriers of underdevelopment, leading the countries of the world based on their human resources, their desire for recovery and development. Skills and abilities (Al-Sarayrah,2016:706)).

HR motivation is the process of designing and implementing strategies and activities through which employees are encouraged to complete their work in the best possible way. These strategies aim to enhance teamwork, enhance trust and collaboration among employees, increase job satisfaction and pride, and increase employee enthusiasm and productivity (Haque,2018:365).

HR motivation is defined as the process of motivating employees to achieve organizational goals effectively and efficiently through the use of various stimuli, such as incentives, recognition programs, training and development opportunities, and a positive and supportive organizational culture. Appropriate motivation programs provide employees with a sense of challenge, achievement, and satisfaction, leading to high levels of performance and productivity. Several studies have shown that an effective motivational approach can lead to a highly engaged workforce, improved job satisfaction, reduced absenteeism, and increased Loyalty and commitment to the organization (Garg et al.,2022: 1592).

HR motivation strategies and techniques aim to inspire and encourage employees to work hard to achieve organizational goals. According to Forbes, HR motivation involves "the process of creating a work environment or culture that enables employees to participate in decisions that affect their careers and encourages them to take an active role in the success of the organization." This can include offering incentives, rewards and recognition to employees who perform well, and offering training and development opportunities to help employees acquire skills and new acquaintances, fostering a positive work environment that supports and values employees. Effective motivation practices can lead to increased employee engagement, productivity, job satisfaction, and employee retention (Shahzadi et al.,2014:160).

Motivating human resources is the process of encouraging and motivating employees in the organization to increase their productivity and improve their performance, by providing a stimulating and supportive work environment for innovation and creativity. This can be achieved by providing career growth opportunities, continuous training and development,

providing appropriate rewards and incentives, and improving the quality of working life. The process of motivating human resources is vital to the success of the organization, as scientific studies have proven that motivated workers are more productive and creative, and contribute to achieving the organization's goals better. Thus, HR motivation is a powerful tool to promote paths of success and prosperity in organizations (Noe et al.,2016:74).

2. The importance of supporting mechanisms to motivate human resources

Employee motivation provides better opportunities for training and development, thereby improving their chances of career advancement and increasing pay and rewards. Motivation also improves relationships between individuals and between them and management, and promotes positive interaction in the organization (Haryono et al., 2020:2108).

Motivating human resources is one of the most important factors that contribute to the success of the organization and the achievement of its goals, as motivating employees leads to increasing their productivity and quality of performance and improving the performance of the organization in general (Tzenios, 2019:21). This can be achieved by providing a stimulating and supportive work environment for creativity and development, providing opportunities for career growth, training and continuous development, and providing appropriate rewards and incentives (van Lankveld et al., 2021:125).

According to scientific studies, human resource motivation is one of the main factors that affect the productivity and quality of employees, and thus directly affect the performance and success of the organization (Jumady& Lilla,2021:105). Other studies indicate that motivating human resources contributes to improving employee satisfaction and increasing their loyalty to the organization, which reflects positively on business continuity and stability (Shenshinov & Al-Ali, 2020:2).

Moreover, HR motivation helps attract and retain high talent, as professional workers seek a stimulating and sophisticated work environment that allows them to grow and develop, and appreciate their efforts (Ghani et al.,2022:2885). Thus, motivating human resources can contribute to attracting and retaining high talent, enhancing the organization's ability to compete in markets and achieve success (Tien, 2020:1).

3. Supporting mechanisms to motivate human resources

There are a set of supporting mechanisms to motivate human resources, which can be summarized as follows:

- 1. Compensation:** Rewards greatly affect the participation of employees in the organization, as they motivate them to focus and develop their abilities at work by offering financial and non-financial rewards. When employees receive additional rewards from the organization, they feel grateful and engaged, motivating them to get more involved. The level of engagement of employees within the organization depends on how much they expect the benefits they will receive. Thus, the organization can enhance employee engagement by offering Satisfactory bonuses and meet high standards in this regard (Saks,2006:600; Priest, 1990:692).

2. Performance Appraisal: The Human Resources Department monitors the quality of employees' performance in relation to specific goals, such as job descriptions and achieving goals associated with a specific job. This process is called ensuring that the activities and results of employees match the goals of the organization. Performance appraisal includes the activities of determining the tasks and results of the job that contribute to the success of the organization. Different metrics are used to compare the performance of employees over a specific period of time with the desired performance (Noe et al. , 2016:47).

3. Remuneration: The rewards and benefits earned by employees play an important role in motivating them, and decisions regarding compensation and beneficiaries can also support other aspects of an organization's strategy (Osemeke,2012:81).

4. Independence or Freedom:

Freedom is the strategic dimension of employee empowerment because it includes the freedom to dispose of the activities of their tasks, while autonomy refers to reducing the role of subordinates in the lines of operations and giving employees broad powers to take broader measures such as restructuring (Al-Naama & Suleiman, 2012:173).

5. Participation: is the expression of positive state of mind, dedication, assimilation and raising the morale of workers at work (Vermooten et al. , 2019:4; Shuler,2019:2 ; Lipson,2020:1 ; Eldor & Vigoda-Gadot,2017:526), which means that the participating staff have the desire to carry out the work assigned to them by the organization (Weideman & Hofmeyr,2020:7; Parker&Griffin,2011:60).

Second: Talent Management

1. The concept of talent management

Plans Before delving into clarifying the concept of talent management, the concept of “talent” itself must be clarified, as it refers to the intelligence of individuals and their ability to perform a specific activity. Talent differs from ability in that talent is capable of development, while ability represents a limited rate of energy that cannot be exceeded (2016:444). (Sabuncu, Karacay) The management of organizations faces great difficulty in attracting and retaining talent, and this is what prompted it to pay attention to this aspect and engage in strategic practices to retain useful employees and work to develop these talents in accordance with the work, as mismanagement of the human resource reduces its competitive position. (Nisar & others 2014:1150) Therefore, there are many viewpoints regarding building an integrated concept of talent management. Paauwe Al Ariss (2014:17) explained that talent management is processes and activities that include developing current jobs through human resources engineering to facilitate filling positions with competent people. And ensuring their continuation in this organization to achieve a sustainable advantage for the organization. While Sparrow (2019:162) pointed out that talent management is an advanced name for empowerment management and is defined as an integrated set of processes and procedures that would attract talent in a systematic manner, develop them, and maintain Who will have an immediate and lasting positive impact in order to achieve the desired goals in the future.

(Mahjoub, et al., 2018:676) explained that talent management is considered a set of policies related to accurately managing and investing human resources to achieve excellence and growth. These policies include identifying, attracting, developing, rewarding and retaining talented employees, which contribute to sustained organizational success and development of the organization. Therefore, talent management can be defined as the approach and behaviors followed by senior leaders to take the necessary measures to attract, manage and develop working individuals, and provide the necessary capabilities to enhance their loyalty towards the organization, which contributes to improving the level of performance.

Talent management is one of the most discussed topics in human resource management in recent years. Talent management is seen as one of the key themes in human resource management and challenges by leading multinationals (Thunnissen et al., 2013:326). Human resource management is concerned with demonstrating the management's capabilities in the field of absorbing, developing and retaining talent to obtain a competitive advantage for the organization (Zareei et al., 2014:7).

2. The importance of talent management

The importance of the talent management strategy lies in providing conditions in which the skills of talented employees are recognized and used in a timely manner, and due to the lack of proper recognition of the capabilities of their employees, some organizations have not been able to reach the expected results, most of the repetitions, waste, lack of motivation, and distance from designed programs are all the result of not recognizing the talents of individuals in the organization's work area. The existence of such conditions leads to the disintegration of the organization and increases the likelihood of losing talented forces, because employees do not consider entering and staying in the organization until they retire (Shaemi, 2011:231).

Attracting, selecting and developing individuals is the main focus of talent management in order to gain a competitive advantage. Although wages and benefits initially attract individuals, the task of leaders within the organization is to develop and maintain these talents, as leadership in selecting individuals is an important part of maintaining future excellence (Oladapo, 2014:2021), as well as developing talent to occupy leadership positions. The internal system enables the internal system to enhance organizational performance and the administrative behaviors applied in internal transactions by evaluating the strengths and weaknesses, then focusing on the weaknesses and addressing them in response to the organization's need, as these resources are developed through the ability and talent of the workforce in the projects, which are among the most important influencing factors. In the success of projects, it is conditional on choosing competent managers to achieve organizational goals, as the project manager's competence and commitment lead not only to the success of the project, but also to the satisfaction and acceptance of the employer (Mahjoub et al. 2018:677). In addition, the importance of practicing talent management stems from That talented individuals have a strategic ability that can increase production capacity efficiently to achieve competitive advantage for service and production organizations, and through these policies, newly organized individuals are stimulated to be more enthusiastic and active and make this process obligatory for everyone (Sabuncu, Karacay, 2016: 444).

PART THREE: THE PRACTICAL SIDE

Stability of study instrument

From the information contained in Table (1), it is clear that the stability coefficient of the variable measuring tool supporting mechanisms to motivate human resources is (0.868), and the stability coefficient of the talent management variable measurement tool is (0.884), i.e. the variables and dimensions studied have internal consistency, which contributes to the richness and consistency of these dimensions.

Table 1: Alpha Cronbach

Study variables	Stability coefficient for the dimensions of study			
Supporting mechanisms to motivate human resources	Compensation	0.915	Performance Appraisal	0.884
	Rewards	0.899	Independence	0.895
	Participation		0.880	
	The stability coefficient of the variable of mechanisms supporting human resources motivation			
	0.868			
Talent Management	Stability coefficient for talent management variable			
	0.884			

Normal Distribution Test

The normal distribution of the talent management variable was tested through the Kolmogorov-Smirnov test, which is characterized by being the most famous test in measuring the distribution of the sample naturally, as the results of study show that the data withdrawn from the employees in the Diwaniyah Technical Institute for talent management follow the normal distribution, and this means that the results can be generalized to the sample in total.

Table 2: Normal distribution test

		Talent Management
N		158
Normal Parameters ^{a,b}	Mean	3.4694
	S D	.74596
Most Extreme Differences	Absolute	.117
	Positive	.100
	Negative	-.117
Kol-Smi Z		1.039
Sig.		.000

Statistical description

Independent variable: supporting mechanisms to motivate human resources

Based on Table (3) it is shown that the dimension "compensation" has the highest arithmetic mean of 4.02 and the lowest standard deviation of 0.47. It also holds the highest percentage of relative importance at 80%, and is ranked as the most important dimension in the ranking in the first place.

In addition, it appears that the "Performance Evaluation" dimension has a mean of 3.55 and a standard deviation of 0.79. This dimension has a relative importance of 71% and is ranked third in the ranking.

As for the "rewards" dimension, it has a mean of 3.98 and a standard deviation of 0.65. This dimension also carries a relative importance of 80% and is ranked second in the ranking.

On the other hand, it appears that the dimensions "independence" and "participation" have similar means, standard deviations, and relative importance ratios. The "Independence" dimension is ranked fourth, while the "Participation" dimension is ranked fifth and last in the ranking.

In general, it is clear from the table that the "compensation" dimension is the most important and valued, followed by the "rewards" dimension, then "performance evaluation," and finally "autonomy" and "participation."

Table 3: Description of the mechanisms supporting motivating human resources

T	The dimension	Arithmetic mean	standard deviation	Relative importance	Order of importance
1	Compensation	4.02	0.47	80%	1
2	Performance evaluation	3.55	0.79	71%	3
3	Rewards	3.98	0.65	80%	2
4	Independence	3.54	0.70	71%	4
5	Share	3.45	0.84	69%	5

Dependent variable: talent management

From Table (4), it is clear that the talent management variable has received the greatest attention from male and female employees of the Technical Institute in Diwaniyah. This dimension obtained an arithmetic mean of (3.47), a standard deviation of (0.74), and a relative importance of (69%). This is due to the interest of the employees at the Diwaniyah Technical Institute in the first paragraph, which says (**The institute's management invests in the capabilities of talented employees to benefit from their potential and outstanding performance**) with an arithmetic mean of (3.76), a standard deviation of (0.93), and a relative importance of (75%), while the eleventh paragraph came in the last stage, which says (**The Institute holds seminars with specialized experts to stimulate the intellectual energies of its talented employees**) This shows that the answers of study sample obtained an arithmetic mean of (3.22), a standard deviation of (0.99), and a relative importance of (64%), which means that employees at the Diwaniyah Technical Institute have great knowledge in investing their abilities to support the workplace and provide outstanding performance. .

Table 4: Description of the talent management variable

NO.		mean	standard deviation	Relative importance	Order of importance
1	The institute's management invests in the capabilities of talented employees to benefit from their potential and outstanding performance	3.76	0.93	75%	1
2	The institute's management applies developmental mechanisms to improve talent management in various departments and specializations	3.59	0.95	72%	3
3	The institute's management motivates its employees to develop their experiences and personal abilities	3.57	0.91	71%	5
4	The institute's management focuses on education that supports the development of its internal resources.	3.63	0.89	73%	2
5	The institute's management assists department managers in reformulating their strategies with the aim of developing employees' talents based on the results of their performance evaluation	3.57	0.93	71%	6
6	The institute's management pays remarkable attention to old employees with accumulated skills and experience.	3.43	1.20	69%	8
7	The motivation system is based on the outputs of the gifted performance evaluation system	3.35	1.03	67%	9
8	The Institute's management is interested in updating and evaluating performance evaluation mechanisms periodically and in accordance with the requirements of its competitive environment	3.58	0.95	72%	4
9	The institute's management has sufficient information about the career path of talented workers	3.53	0.96	71%	7
10	The institute's talent management system provides information about changes that can improve the performance and skills of talented employees	3.28	1.06	66%	11
11	The Institute holds seminars with specialized experts to stimulate the intellectual energies of its talented employees	3.22	0.99	64%	12
12	The institute's management is keen to provide learning and development opportunities to reduce the loss of talented people	3.34	1.05	67%	10
Talent management variable rate					
		3.47	0.74	69%	****

1.8 Hypothesis testing

H1: There is a statistically significant correlation between the mechanisms supporting human resources motivation and talent management.

Table 5: Simple correlation values (Person) between the mechanisms supporting human resources motivation and talent management

		Talent management
Supporting mechanisms to stimulate human resources	Pearson correlation coefficient	.774**0
	Moral value	.0000
	Sample volume	158

The table above contains information showing that there is a strong correlation between the mechanisms supporting motivating human resources and talent management, and this strength is estimated at (0.774), which means that employees are as important as the mechanisms supporting motivating human resources and talent management).

The second main hypothesis: There is a statistically significant effect of the mechanisms that support motivating human resources in improving talent management.

Table 6 Regression equation for the effect of supporting mechanisms to motivate human resources in talent management

variable	Talent management							
	Regression equation	T value	Say.	F value	Say.	Coefficient of determination R ²	M. R corrector ²	
Supporting mechanisms to stimulate human resources	1.071	10.712	0.000	114.750	0.000	0.598	0.593	

As can be seen from the information in the table above, the regression equation for the effect of the mechanisms supporting human resources motivation in talent management contributes to achieving an amount of () and this achieved a calculated T value of (10.712), which helps explain the factors and issues that hinder talent management from Through mechanisms that support incentives for human resources by (R²=0.598), which achieves a standard value of the calculated F value of (114.750).

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: conclusions

1. There is a positive, significant relationship between the supporting mechanisms to motivate human resources and talent management within the cradle, which shows the interest of employees in investing the supporting mechanisms in their internal operations.

2. The results showed that mechanisms based on motivating human resources can contribute to increasing employee satisfaction and effective participation in work. These mechanisms may motivate employees to provide the best performance and stay in the organization for long periods.
3. The results showed that supporting mechanisms for motivating human resources can provide opportunities to develop employees' skills and capabilities. These opportunities may include training, development and promotions, which help enhance the overall performance of employees and increase their productivity.
4. It is noted that there is an impact of the supporting mechanisms to stimulate human resources on enhancing creativity and innovation in the organization. By providing an environment that encourages engagement and creative thinking, employees can bring new ideas and innovative solutions to organizational challenges.
5. Studies have shown that mechanisms supporting human resource motivation enhance employee engagement in the organization. When they feel valued, supported, and motivated, they have a greater desire to contribute and actively participate in the organization's goals.
6. Studies have found that mechanisms that enhance human resource motivation are associated with improved employee performance. When there is strong and supportive motivation, employees work more efficiently and strive to achieve goals better.

Second: Recommendations

1. The organization should be committed to providing a work environment that encourages motivation and creativity. This can be achieved by promoting effective communication, enhancing trust between employees and management, and offering development and promotion opportunities.
2. The organization must invest in providing development and training opportunities for employees, in order to enhance their skills and abilities. This can be implemented by offering various training programs, holding workshops, and providing continuous learning opportunities.
3. The necessity of using motivation programs to enhance employee performance and enhance their participation. These programs can include financial rewards, promotions, and recognition of outstanding achievements. These programs must be fair and transparent, and based on measurable individual and team performance.
4. The organization must pay attention to enhancing the balance between work and personal life for employees. This can be achieved by providing flexibility in working hours, the possibility of working remotely, and encouraging the use of work leaves.
5. The organization must encourage a culture of continuous learning and innovation. This can be achieved by encouraging employees to share knowledge and experiences, promoting internal collaboration, and providing time for creative thinking and generating new ideas.
6. Leaders and managers have to analyze the organization's situation and take appropriate actions to motivate human resources and enhance talent management.

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