

The effect of implementation of talent management on job satisfaction governmental organizations * (Case Study: Ministry of Roads and Urban)

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ABSTRACT: The most important challenge in today's business arena is not just a matter of technology. Also benefit from efficient and intelligent manpower and talented human capital are important. Therefore human capital is the most valuable assets of any organization. Cognition abilities and qualifications of potential employees and administer them to actualize the potential to improve job satisfaction and organizational performance is a critical task managers, talent management shows us how do it. The purpose of this study is analyzing talent management with attract variables and identification them, selection, practice, development and retention of talent and its relationship to component of job satisfaction. This study had two main hypotheses are five sub-hypotheses and According to purpose, it's applied and In terms of data collection it's descriptive of the correlation type. Statistical population is all staff employed at the headquarters of the Ministry of Roads and Urban Development (860 people) using a random sample of 167 subjects were selected randomly, Data gathering is questionnaire to test the hypothesis tests use the Kolmogorov - Smirnov one-sample, Paired-sample sign test, Student's t test for paired comparisons and Friedman test to answer the question of whether the information was obtained is corresponding with assumptions are used. After analyzing data using statistical analysis software SPSS, hypotheses were confirmed by the analysis of the data showed that all variables of talent management are positive and significant relationship with job satisfaction.

Keywords: Talent management, Recruitment and selection talents, Practice and development talents, Talents retention and job satisfaction Job Satisfaction.

INTRODUCTION

Today, one of the ways to achieve organizational success, understands the factors that affect the quality of organizational activities, one important factor in the organization is job satisfaction that is the main branch behavior measurement of the Organization that can be evaluated organization's status. Because the people who are satisfied with their jobs, they do better than, based on research Management believes that employee productivity is the biggest challenge of the third millennium managers.

Rising demand on employers to recruit skilled employees on the one hand and Willingness of employees empowered to seize and take possession of valuable jobs on the other hand, has led the organization to attract the best talent to engage in battle with each other. In this war the successful organizations are followed those strategies and policies and procedures to improve the way that Can attract, develop and maintain talented who is essential for

economic populations. Including manager's efforts to preserve human resource is bringing job satisfaction for Employee and prevents their dissatisfaction.

In general we can say that one of the mechanisms influencing the job satisfaction is a talent management that can use As a means to improve the hiring process and develop people with the skills and abilities needed to meet the current needs of the organization [8], By using it organization ensures that the qualified people with appropriate skills in the right place of employment in order to achieve the expected goals and strategy of the organization [19] deployed and provides job satisfaction by identifying and optimize the use of capabilities of talents personnel and development them, [2] [3].

In other words we can say that talent management In addition to, Recruitment, talent development and evaluation, is leading to personal growth, employee satisfaction and added value 2.

Lack of attention to Succession planning and identify talent, and formalistic evaluation of employee performance and the ensuing failure to pay based on performance and disregard job satisfaction Along with crises such as an aging population, have led in recent years witnessed to be growing trend of stifling of public organizations of young people talented and elite.

Accordingly, some of the knowledge base organizations find their self Way saves from this challenge to implement modern management methods merely, Unaware that in the present age, job satisfaction despite obsolescence issues still plays a role in the occurrence talents, protection of Powerful human resource organization consequently, future life of organizations. Therefore in practicing modern management techniques, including talent management should always be considered employees job satisfaction. The growing human resource practices and considering the sensitivity of the elite personnel, has led many organizations to management talent as an efficient way to implement. In this regard, Elite Pervert organizations especially public and private service organizations have moved to this side. Ministry of Roads and Urban Development with the mission of building the technical infrastructure and efficient work in the field of Transportation and Housing and Urban Development plays an important role in the realization of strategic planning, economic development and accomplishment of sustained development, this mission requires to identify, recruit ,keeping, and talent utilization in the field of technical and engineering that The organization can use the abilities, capabilities, talents and creativity, in the 20 years of operational policies and The five-year country development plan laws get help. Therefore, in this study Job satisfaction is measured by units of executive talent management, before and after implementation, their success will be measured by implementation the talent management system.

2 - Theoretical literature:

2-1 - Talent management

Word of talent has thousands of year's background and Scientists word paid how this word have been changed by the time, people and places. Word Talent, whose began life as a lead unit as currency found new meaning in Medieval Europe Later changed as specific ability or attitudes as the ability of talented people to show outstanding improvements in their mental and physical domain were proposed. Motivation of this was the difference talent as skills definitely. These concept may also be observed in contemporary dictionaries that talent to mean "innate ability to do good things" and "a specific mental attitude or the person or persons with talent" is given [10] Talent Management, "Strategic Management is talent circulation throughout the organization". [11] Can help organization to coordinate right people with the right jobs based on priorities.

Dimension of talent management including Identification and Recruitment, selection, implementation, keeping and development talents.

2-2 - Recruitment and identify talents:

Recruitment and identify talents is the process of identifying individuals with high potential of job candidates and recruit them to the organization. Qualified people are identified inside the organization and can be promoted or will be absorbed of the applicants outside the organization.

2.3 - Selection talents:

Selection is the stage to accept or reject the demands of clients and job applicants, so that the most qualified, most suitable and most talented are chosen and appointed. [1]

2.4 - Talent utilization:

In utilization's Stage are paid to matching roles with individuals Therefore roles are managed that they are consistent with the individuals and their needs so a fit between the person and the role can be obtained [12]

Results works well triple efforts That Recruitment, develop, Improvement and maintain human resources is done mainly effective utilization of this strategic resource is reflected in the organization. This role is also known as human skills or knowledge utilization human resources. The effective utilization of human resource, Compliance job fit in appointments and performance management have absolutely remarkable and it strengthens on intrinsic incentives for employees.

Effective utilization of human resource, three factors in general will play a key role: Effective leadership, communication and motivation and labor discipline and shifts [4].

2-5 - Develop Talents:

Talent development is process to change organization, employees, shareholders, people and groups within the organization that uses Learning planned and unplanned for achieving and sustaining competitive advantage of organization, Policies and Learning programs to improve the process of nurturing talent are essential components so that employees shall get the skills and competence to gain and improve the their required . These policies should refer to the "success profile employees" are formulated, Profiles that are described in terms of competencies and defined qualifications that need to nurture Also activities or training and improvement are important tools for raising of managers and recruits talented and committed staff That through providing growth opportunities in current role is Effective in the progression into higher levels roles. [13]

2-6 - keeping talent

Keeping talent is final struggle in war of talent, its aim to encourage employees to stay with the organization for the maximum period of time and increase of leaving talented and elite staff may imposed direct costs include the costs of leave, replacement costs and transfer fees and Indirect costs include reduced production, lower performance levels, Undue wasting time and eliminate the spirit of the employees. [14].

2-7 - Job Satisfaction

Job satisfaction is one of the Employee job attitudes In general we can say that job satisfaction is personal's attitude to job and is called sets of positive desires or positive feelings that people have toward their jobs, When we say a person has a high job satisfaction that's mean he loves his job very much And through it To satisfy his needs therefore has positive feelings. [5]

In other words, job satisfaction refers to General direction and people emotional of Job role than he is doing currently in his job. This concept should be distinct from Consent of the person that he has the different aspects of his job. In fact, job satisfaction as an overall attitude towards his job is a general concept. Although this conceptualization is not contrary to the fact that this general attitude, is also a multi-dimensional. Assuming that the people are capable of specific aspects of their job is satisfied against aspects that are discontent, reduce it and gain a composite attitude job as a whole. In fact for a person the attitude has assumed.

Of any one aspect of his career and also may be considered complex attitude toward the job as a whole, this total is result the consent of that person in various aspects of his career may experience. Knral and Smith pointed to the five dimensions of job. This dimensions show that the most important features of a job in relation to the subject of which people have effective positive reactions to it. One can get person's satisfaction in relation of the five dimensions of job. These dimensions are:

- A) Nature of Work: means the properties and features of job duties there.
- B) Salary: the amount of money a person receives and the degree to which he considers salary just and equitable against the salary of others.
- C) Promotion opportunities: opportunities for improvement in the organizational hierarchy.
- D) Supervision and care: how to communicate with their direct supervisor and the supervisor's ability to offer support behavioral and technical assistance.
- E) Colleagues: Degrees to which job colleagues are technically efficient and in the social dimension are person's sponsor [15].

Obviously without considering job satisfaction cannot be expected efficiency and productivity of the staff and especially talented people in organization.

3 - The conceptual model

Two key factors play an important role in the talent management process. First, organizations must recruit and utilize talented people in the job market. So what they do is they must increase their own strategic capabilities through the use of special functions and diverse human resources (recruit and utilization). Underlying these are recognized that

the unique talents and adapt their identity with organization. Second, organizations are trying to identify employees with special talents that can be developed in a specific context and requirements of the organization.

It also needs to perform various functions to the training and develop talented person so needed levels and performance resources for growth and development.

It is assumed there is a relationship between the potential of the individuals and the individual's professionals work environment participate that's talent to would emerge. In an environment where to develop professional it is very important. The service lifetime is also an important issue because in personality career path and through successive experiences that develop talent, will emerge [16]

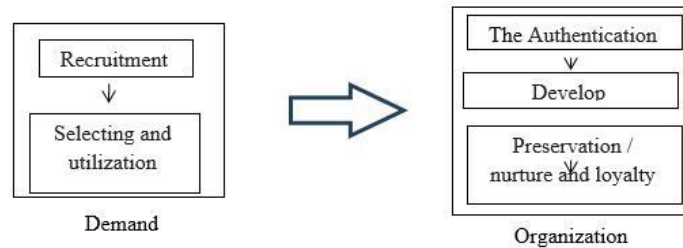


Chart 1: Model of talent management and performance Kabolt and colleagues (2012)

With the theoretical arguments mentioned especially the talent management system Model by Rezaeian and job satisfaction dimension by Smith and colleagues, conceptual model is assumed as follows.



Charts 2: conceptual model of research

4 - The research hypotheses

According to Theoretical Foundations can be explained the research hypotheses as follows:

4.1 - The main hypotheses:

The main hypothesis 1: Implementation of Talent Management has positive effect on job satisfaction Employees of the Ministry of Roads and Urban Development.

The main hypothesis 2: components of Implementation talent management have different effects on job satisfaction.

4-2 - sub-hypotheses:

Sub-hypothesis 1: talent recruitment has positive effect on job satisfaction Employees of the Ministry of Roads and Urban Development.

Sub-hypothesis 2: select talent has positive effect on job satisfaction of employees of the Ministry of Roads and Urban Development.

Sub-Hypothesis 3: talent utilization has positive effects on job satisfaction of employees of the Ministry of Roads and Urban Development

Sub-hypothesis 4: Developing talents has positive effects on 4) job satisfaction of employees of the Ministry of Roads and Urban Development

Sub Hypothesis 5: Keeping talents has positive effect on job satisfaction of employees of the Ministry of Roads and Urban Development
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5- Methodology and Research:

This research in terms of research is applied and descriptive type. From the standpoint of how to get the data, In addition to the descriptive study also was used to investigate the correlation. In this research, for gathering data and test the hypotheses, a questionnaire was used.

6- Questionnaire validity and reliability:

There are different ways for measuring Validity. In this study, the following instruments were used to increase the validity of the questionnaire:

- 1)Use the comments of some of the teachers, management experts and managers.
- 2)Study the same questionnaires, articles, books, and magazines.
- 3)Distribution the primary of questionnaires among those involved works in the organization and apply their revision ideas.

7- Determine the reliability of the questionnaire:

Effect of reliability and validity: Effect of between reliability and validity is that a test must be reliable in order to be valid. If a test run on some samples to give different results at any time, the test was not a reliable test and In fact, it will not do to correct size anything, and if a test does not measure things correctly, we will not have any useful information. For example, a math test for measuring content and objectives of the lesson of history is not valid, but it can test that measures mathematical content is measured carefully. Then For a valid test must first be reliability. The reliability the reliability is condition for a Validity, but validity is not necessary for reliability.

In this study to determine the reliability of the questionnaire, we used Cronbach's alpha test, the results of this test are given in the table below. Cronbach's alpha coefficients for all questions are equal to 0/927 and 0/865, which is greater than 0/7, then questionnaire has acceptable reliability.

Table 1. Cronbach's alpha coefficient

Period after the implementation of talent management	Period before the implementation of talent management	Variables
0.657	0.694	Talent Recruitment
0.745	0.819	Talents Selection
0.614	0.828	Talent utilization
0.604	0.741	Talent Develop
0.751	0.809	Talent keeping
0.865	0.927	Total

8- Method of data analysis:

In this study to check the accuracy of answers of the respondents to the questionnaire and statistical hypothesis tests such as:

Test Kolmogorov - Smirnov one-sample, t-test for paired comparisons, paired-sample sign test and Friedman test was used. All statistical analyzes using the Statistical Software IBM SPSS Statistic 21. We will investigate two statistical methods applied in this study in the following

8-1- Friedman test

If the basic assumption of normality and equal variance within observation does not hold in Two-factor analysis of variance, we use the Friedman test. In other words, we do not need any default of using the Friedman test. Also, this test for the same priority (ranking) number of dependent variables is used more by people.

When using the Friedman test for all K such combinations are randomly allocated into n blocks. After the observations for each combination treatment – blocks were recorded. Data are shown in a two dimensional table in which each row represents a block and each column indicates a treatment. The data table consisting of n rows and k columns. In each row (block) data are ranked. Friedman test is followed by analysis of the total scores of columns (treatments). The method is similar to the sum of ranks test (u-test or Kruskal - Wallis).Zero assumes that the Friedman test followed by the test is:

H0: probability distribution of k treatment is similar.

Opposite hypothesis is as follows:

H1: At least two treatments are not the same distribution

The Friedman test statistic is:

$$x^2 = \frac{12}{kn(k + 1)} \sum_{j=1}^k R_j^2 - 3n(k + 1)$$

Where k is the number of treatments, n the number of blocks, and R_j is Rank Sum j-th column (treatment). Test as “u” (Kruskal - Wallis) test statistic is approximately distributed χ^2 with approximately (k-1) degrees of freedom [6].

8-2- paired test:

If information of the two groups are not independent from each other and are having a great affinity, for comparing the equality of two population means using paired comparison test. The test consists of two groups of data of a society will also be collected in two different periods. It occurs much the real difference between two populations toward the variable does not exist, however, external sources of dispersion may be Reject the hypothesis H_0 . On the other hand, real differences may be covered by external factors. The purpose of paired test is that with the formation of couples alike toward the variable of interest, eliminated the maximum number of external sources scatter as far as possible. Instead of doing the analysis using individual observations, we examine the individual observations between pairs of variables. The following structure shows a comparison of paired observations where x and y are 14 and 2 respectively display behavioral responses. Difference between responses in each pair has been recorded in the last column. In this type of test, behavior 2 is always y and behavior 1 is known as x_0 and d_i (difference) of the $x_i - y_i$ always say that.

Table 2. Structure of paired test

Differenced $i = y_i - x_i$	behavior 2 (y_i)	behavior 1 (x_i)	pair
$d_1 = y_1 - x_1$	Y 1	X 1	1
$d_2 = y_2 - x_2$	Y 2	X 2	2
$d_3 = y_3 - x_3$	Y 3	X 3	3
0	0	.	0
0	0	.	0
$d_n = y_n - x_n$	Y n	X n	n

Pair test hypotheses are:

Each pair (x_i and y_i) is independent of other pair

Variable studied is the relative scale or distance.

Distribution of differences in society observations 2-tuple correlated, is normal or almost normal.

Column d_i represents the

n-tuple Paired sample That holds a (x, y) cov . Now be able to appropriate test as procedures to test μ_d with the difference that in this part of variables and parameters are the symbol d_0 Introducing variables and parameters required for the specific test:

[6]

$$\bar{d} = \frac{\sum d_i}{n}$$

$$s_d^2 = \frac{\sum (d_i - \bar{d})^2}{n - 1}$$

$$s_d^2 = \frac{s_d^2}{n}$$

The type of test statistic is t and assumed to be unknown is σ_d :

$$t = \frac{\bar{d} - 0}{s_d}$$

Hypothesis Test:

$H_0 \{ \mu_1 = \mu_2 \}$

$H_1 \{ \mu_1 \neq \mu_2 \}$

9- Descriptions and analysis data (descriptive statistical)

According to the frequency distribution of respondents by gender, age, education, work experience and organizational level we can conclude:

Gender: The majority of cases (104 cases), i.e. 62/3% percent of "man" and (63), i.e. 37/7% are "women".

Age: The majority of cases (71 patients), the 42/5% percent between 31 to 40, and (2 cases) the 1/2% percent are under 25.

Education: The majority of study participants (n = 87), i.e. 52/1% of bachelor and (5 cases) the 3% percent have a doctoral degree.

Experience of job: The majority of study participants (n = 50), the 29/9% for between 6 and 10 years (n = 9), i.e. 5.4% percent have a history of more than 25 years.

Organizational level: The majority of study participants (n = 114), the 68/2% percent, are experts and (n = 23), i.e. are 13.8% of middle managers or has higher levels.

10 - Descriptions and analysis of data (inferential statistics)

10-1 - Sub-hypothesis 1: recruit talent has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

To examine Hypothesis 1, 3 questions in the questionnaire are designed. To examine the impact of the implementation of talent management and job satisfaction to employees' responses, must to compare questions relating to the Period before the implementation of recruit talent management with a period after the implementation of recruit talent management.

To examine whether the distribution of scores on the recruit talent agent's variable before executing talent management and in the next period it is normal? We'll use a sample Kolmogorov-Smirnov test.

H0: The distribution of scores on the recruit talent agent's variable before executing talent management and in the next period it is normal.

H1: The distribution of scores on the recruit talent agent's variable before executing talent management and in the next period it is not normal.

The results of this test are given in the table below. Z-statistic of 2.25 and 2.06, respectively, and the Sig. Are 0.000 and 0.000 respectively since the values Sig. Less than 5%, the null hypothesis is rejected error with 5%. Then significant level of 5%, we can assume that the distribution of scores varied recruit talent in the period before and the period after the implementation of talent management is not normal.

Table 3. Kolmogorov Smirnov one-sample test for grades varying recruit talent

		Period before Talent Management	Period After Talent Management
The parameters of the normal distribution	Number of data	167	167
	Average	2.59	3.72
	Standard deviation	0.75	0.67
The maximum deviation	Absolute	0.174	0.160
	Positive	0.174	0.085
	Negative	-0.081	-0.160
	The statistic Z	2.25	2.06
	Sig.	0.000	0.000

Test sub-hypothesis 1:

H0: Recruit talent has no positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

H0: $\mu d = 0$

H1: Recruit talent has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

$\mu d \neq 0 : H1$

Because the distribution of scores varied Recruit talent in the period before and the period after the implementation of talent management is not normal, to test this hypothesis, paired non-parametric test signal - typical use.

The mean value before implementation of talent management is 2.59 and after implementation of talent management is 3.72. The number of responses that are given in the table and The number of people who said they were satisfied before implementation of talent management were more than 26 people and The number of people who said they were satisfied after implementation of talent management were more than 125 people And the number of people who knows satisfaction before and after implementation of talent management are equal, were 16 people.

Paired sign-sample test results is shown in the following table: Because Sig. Less than 5%, the null hypothesis is rejected with a 5% error Then between the mean response of talent management in the period before and the period after that, there was a significant difference . As a result, the level of significance of 5% admitted that Recruitment talent can have a positive impact on job satisfaction of employees is in the Department of Urban Development.

Table 4. Results of paired sign -sample

Significance level (sig)	The statistic z	
0.000	-7.97	Variable Recruitment talent

10-2 - Sub-hypothesis 2: Select the talents have positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development.

To examine Hypothesis 2, two question in the questionnaire included questions 4 and 5 have been proposed. To examine the impact the implementation of talent management and job satisfaction should compare employees' responses to questions relating to the selection of talent factors in the period before implementation of talent management to period after implementation talent management.

To examine whether the distribution of scores variable selection of talent in the period before and the period after the implementation of talent management is that normal? We'll use sample Kolmogorov-Smirnov test.

H0: the distribution of scores variable selection of talent in the period before and the period after the implementation of talent management is normal

H: 1 the distribution of scores variable selection of talent in the period before and the period after the implementation of talent management is not normal

The results of this test are given in the following table. Z-statistic of 2.88 and 2.60, respectively, and the Sig. respectively Are 0.000 and 0.000.

Since the values Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. So we can assume that the distribution of scores variable selection of talent with a significance level of 5% in the period before the implementation of talent management, and in the next period that is not normal.

Table 5. Kolmogorov Smirnov one-sample test scores, variable selected for talent

		period of before Talent Management	period of After Talent Management
The parameters of the normal distribution	Number of data	167	167
	Average	2.97	3.65
	Standard deviation	0.87	0.81
The maximum deviation	Absolute	0.22	0.20
	Positive	0.22	0.13
	Negative	-0.16	-0.20
	The statistic Z	2.88	2.60
	Sig.	0.000	0.000

Test sub-hypothesis 2: Selection talents have not a positive impact on job satisfaction of employees' and Urban Development Department.

H0: $\mu d = 0$

Selection talents have a positive impact on job satisfaction of employees' and Urban Development Department. $\mu d \neq 0$. H1

Because the distribution of scores variable Selection of talent in the period before and the period after the implementation of talent management is not normal to test this hypothesis, using Nonparametric paired sign- sample test.

The average value before the implementation of talent management is 2.97 and after implementation of talent management are 3.65. The number of responses that are given shows in the table ,the number of people said they were satisfied further before implementation of talent management were 20 people, the number of people said they were satisfied further after implementation of talent management were 84 people . The number of people said satisfaction before and after implementation of talent management is equal, were 62 people.

Paired sign - sample test result is listed table below. Because Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. The between average of response of talent management in the period before and the period after that there are significant differences. As a result, the level of significance of 5% selection talent has positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development.

Table 6. Results of paired sign - sample test

Significance level (sig)	The statistic z	
0.000	-6.17	Variable selection talent

10-3 - Sub-hypothesis 3: Talents utilization has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

To examine Hypothesis 3, the 3 question in the questionnaire included questions 6 to 8 has been proposed. To examine the impact that implementation of talent management and job satisfaction to employees' responses to questions about the Talents utilization, we compare in the period before implementation of talent management and period after implementation of talent management.

To examine whether the distribution of scores in a variable talent utilization in the period before and the period after the implementation of talent management is that normal? We'll use one sample Kolmogorov-Smirnov test.
 H0: The distribution of scores in variable talent utilization in the period before and the period after execution of talent management is normal.

H1: The distribution of scores in variable talent utilization in the period before and the period after execution of talent management is not normal.

The results of this test are given in the following table. Z-statistic of 2.56 and 2.44, respectively, and the Sig. respectively Are 0.000 and 0.000, since the values Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. Then significant level of 5%, we can assume that the distribution of scores in a variable talent utilization during the period before and after implementation of talent management is not normal.

Table 7. Kolmogorov Smirnov one-sample test for variable scores of talent utilization.

		period of before Talent Management	period of After Talent Management
The parameters of the normal distribution	Number of data	167	167
	Average	2.68	3.82
	Standard deviation	0.92	0.60
The maximum deviation	Absolute	0.19	0.18
	Positive	0.19	0.11
	Negative	-0.11	-0.18
	The statistic Z	2.56	2.44
	Sig.	0.000	0.000

Test sub-hypothesis 3:

Talent utilization has no positive impact on job satisfaction of employees in the Ministry of Works and Urban Development,

H0: $\mu d = 0$

Talent utilization has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

$\mu d \neq 0$:H1

Because the distribution of scores in variable Talent utilization in the period before and the period after the implementation of talent management is not normal, we use Nonparametric paired sign – sample test.

The average value before the implementation of talent management is 2.97 and after implementation of talent management are 3.65. The number of responses that are given shows in the table ,the number of people said they were satisfied further before implementation of talent management were 24 people, the number of people said they were satisfied further after implementation of talent management were 120 people . The number of people said satisfaction before and after implementation of talent management is equal, were 23 people.

Paired sign - sample test result is listed table below. Because Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. The between average of response of talent management in the period before and the period after that there are significant differences. As a result, the level of significance of 5% was selection talent has positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development.

Table 8. Results of paired sign – sample test

Significance level (sig)	The statistic z	
0.000	-7.91	Variable talent utilization

10-4 - Sub-hypothesis 4: Developing talent has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

To examine Hypothesis 4, the 3 questions in the questionnaire included questions 9 and 11 have been proposed.

To examine the impact that implementation of talent management and job satisfaction to employees' responses to questions about the Talents develop, we compare in the period before implementation of talent management and period after implementation of talent management.

To examine whether the distribution of scores in a variable talent develop in the period before and the period after the implementation of talent management is that normal? We'll use one sample Kolmogorov-Smirnov test.

H0: the distribution of scores variable developing of talent in the period before and the period after the implementation of talent management is normal

H: 1 the distribution of scores variable developing of talent in the period before and the period after the implementation of talent management is not normal

The results of this test are given in the following table, Z-statistic of 1.89 and 2.17, respectively, and the Sig. respectively Are 0.000 and 0.002.

Since the values Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. So we can assume that the distribution of scores variable developing of talent with a significance level of 5% in the period before the implementation of talent management, and in the next period that is not normal.

Table 9. one-sample Kolmogorov Smirnov test scores, variable talent developing

		period of before Talent Management	period of After Talent Management
The parameters of the normal distribution	Number of data	167	167
	Average	2.55	3.78
	Standard deviation	0.85	0.69
The maximum deviation	Absolute	0.14	0.16
	Positive	0.14	0.07
	Negative	-0.10	-0.16
	The statistic Z	1.89	2.17
	Sig.	0.002	0.000

Test sub-hypothesis 4: Talents develop has not a positive impact on job satisfaction of employees' and Urban Development Department.

H0: $\mu d = 0$

Talents develop has a positive impact on job satisfaction of employees' and Urban Development Department.

$\mu d \neq 0$:H1

Because the distribution of scores variable developing of talent in the period before and the period after the implementation of talent management is not normal to test this hypothesis, using Nonparametric paired sign- sample test.

The average value before the implementation of talent management is 2.55 and after implementation of talent management are 3.78. The number of responses that are given shows in the table ,the number of people said they were satisfied further before implementation of talent management were 24 people, the number of people said they were satisfied further after implementation of talent management were 125 people . The number of people said satisfaction before and after implementation of talent management is equal, were 18 people.

Paired sign - sample test result is listed table below. Because Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. The between average of response of talent management in the period before and the period after that there are significant differences. As a result, the level of significance of 5% talents develop has positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development.

Table 10. Results of paired sign - sample test

Significance level (sig _c)	The statistic z	
0.000	-9.05	Variable talents develop

10-5 - Sub-hypothesis 5: Keeping talent has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

To examine Hypothesis 5, the 4 questions in the questionnaire included questions 12 and 15 have been proposed.

To examine the impact that implementation of talent management and job satisfaction to employees' responses to questions about the Talents keep, we compare in the period before implementation of talent management and period after implementation of talent management.

To examine whether the distribution of scores in a variable talent keep in the period before and the period after the implementation of talent management is that normal? We'll use one sample Kolmogorov-Smirnov test.

H0: the distribution of scores variable keeping of talent in the period before and the period after the implementation of talent management is normal

H: 1 the distribution of scores variable keeping of talent in the period before and the period after the implementation of talent management is not normal

The results of this test are given in the following table, Z-statistic of 1.99 and 2.23, respectively, and the Sig. respectively Are 0.001 and 0.000.

Since the values Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. So we can assume that the distribution of scores variable developing of talent with a significance level of 5% in the period before the implementation of talent management, and in the next period that is not normal.

Table 11. one-sample Kolmogorov Smirnov test scores, variable talents keep

		period of before Talent Management	period of After Talent Management
The parameters of the normal distribution	Number of data	167	167
	Average	2.38	3.72
	Standard deviation	0.79	0.75
The maximum deviation	Absolute	0.17	0.15
	Positive	0.17	0.08
	Negative	-0.10	-0.15
	The statistic Z	2.23	1.99
	Sig.	0.000	0.001

Test sub-hypothesis 5: Talents keep has not a positive impact on job satisfaction of employees' and Urban Development Department.

H0: $\mu d = 0$

Talents keep has a positive impact on job satisfaction of employees' and Urban Development Department.

$\mu d \neq 0$:H1

Because the distribution of scores variable keeping of talent in the period before and the period after the implementation of talent management is not normal to test this hypothesis, using Nonparametric paired sign- sample test.

The average value before the implementation of talent management is 2.55 and after implementation of talent management are 3.78. The number of responses that are given shows in the table ,the number of people said they were satisfied further before implementation of talent management were 24 people, the number of people said they were satisfied further after implementation of talent management were 125 people . The number of people said satisfaction before and after implementation of talent management is equal, were 18 people.

Paired sign - sample test result is listed table below. Because Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. The between average of response of talent management in the period before and the period after that there are significant differences. As a result, the level of significance of 5% talents keep has positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development.

Table 12. Results of paired sign - sample test

Significance level (sig)	The statistic z	
0.000	-8.19	Variable talents keep

10-6 - Main-hypothesis 1: the implementation of talent management has positive impact on job satisfaction of employees in the Ministry of Works and Urban Development.

To calculate scores the main variables influencing factors of job satisfaction, gain the average responses of all respondents to the questionnaire in the period before and the period after the implementation of talent management.

To examine whether the distribution of scores the main variables influencing factors of job satisfaction in the period before and the period after the implementation of talent management is that normal? We'll use one sample Kolmogorov-Smirnov test.

H0: the distribution of scores the main variables influencing factors of job satisfaction in the period before and the period after the implementation of talent management is normal

H1: the distribution of scores the main variables influencing factors of job satisfaction in the period before and the period after the implementation of talent management is not normal

The results of this test are given in the following table. Z-statistic of 1.77 and 1.24, respectively, and the Sig. respectively Are 0.090and 0.005.

Since the values Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. So we can assume that the distribution of scores the main variables influencing factors of job satisfaction with a significance level of 5% in the period before the implementation of talent management, and in the next period that is normal.

Table 13. one-sample Kolmogorov Smirnov test scores the main variables influencing factors of job satisfaction

	period of before Talent Management	period of After Talent Management
Number of data	167	167

The parameters of the normal distribution	Average	2.58	3.74
	Standard deviation	0.71	0.53
The maximum deviation	Absolute	0.13	0.09
	Positive	0.13	0.05
	Negative	-0.07	-0.09
	The statistic Z	1.77	1.24
	Sig.	0.005	0.090

Test Main-hypothesis 1: H₀: implementation of talent management has not a positive impact on job satisfaction of employees' and Urban Development Department.

H₁: implementation of talent management has a positive impact on job satisfaction of employees' and Urban Development Department.

The average value before the implementation of talent management is 2.58 and after implementation of talent management are 3.74. The correlation coefficient between the responses of employees in the period before and the period after the implementation of Talent Management is 0.54 and the Sig is Equal to 0/000. Between the responses of the employees in the period before and the period after the implementation of talent management that there was a significant correlation. The t-test for paired comparisons is -61/13 and the Sig. Equal to 000/0. Because Sig. Less than 5%, the null hypothesis is rejected with an error of 5%. The between average of response of talent management in the period before and the period after that there are significant differences. As a result, the level of significance of 5%: implementation of talent management has positive impact on job satisfaction of employees in the Ministry of Roads and Urban Development. Or in other words the implementation of talent management and job satisfaction of employees in the Ministry of Works and Urban Development, there is a significant positive effect.

Table 14. Descriptive statistics and correlation results for the first main hypothesis

T-statistics	Degrees of freedom	Sig	The difference between average	95 %confidence interval for difference	
				Lower bound	Upper bound
-13.61	166	0.000	-0.085	-1.32	-0.99

Table 15. Results of paired t-test compared to the first main hypothesis

	Responses Average	Standard deviation	Error Average criteria	The correlation coefficient	Sig
Period before implementation of talent management	2.58	0.71	0.05	-0.54	0.000
Period after implementation of talent management	3.74	0.53	0.04		

10-7 - The main hypothesis 2:

Implementations of talent management components have different effects on job satisfaction

H₀: implementing talent management components have not different effects on job satisfaction.

H₁: implementing talent management components have different effects on job satisfaction

To test this hypothesis, we used the Friedman test to see talent management components are equipotent on job satisfaction or not.

In the Table 17 Descriptive statistics of the mean scores for each variable are shown .ever the average rank is smaller, it is more important. As seen in the selection of talent is higher rated and more effective.

Table 16. coefficients of the components average

average Rating	Components implementing talent management
2.92	Talent recruitment
2.73	Talent Select
3.11	Talent Utilization
3.05	Talent Develop
3.19	Talent Keep

Table 17. Ranking of components

average Rating	Components implementing talent management	Rank
2.73	Talent Select	1
2.92	Talent recruitment	2
3.05	Talent Develop	3
3.11	Talent Utilization	4
3.19	Talent Keep	5

In the table below provided the number of data for each variable, the chi-square statistic, degrees of freedom, Sig. respectively. Significance level is equal to 0.004. Because the Sig. Significance level of 0.05 or less. Therefore, assume hypothesis H0 is rejected and H1 is approved. Therefore, implementation of talent management components has different effects on job satisfaction.

Table 18. Friedman test result

Number of data	166
The chi-square statistic	9.35
Degrees of freedom	4
Significance level (sig _r)	0.004

CONCLUSION

This study follows to examine the effects of implementing talent management and its components (talent recruitment, talent selection, talent utilization, talent development, keeping talent) on job satisfaction's employee of Urban Development Department. According to the study, at first briefly review the results of the demographic profile of respondents pointed out then we will review the results of the analysis of the research hypotheses.

11-1 - The results of the demographic survey

According to the writer summarizes the demographics of the respondents, low of work experience and academic education for staff and the organization in the successful implementation a talent-management and Creating Job Satisfaction to be effective.

11-2 - The results of the analysis of research hypotheses

As mentioned in the previous sections, the neglect of talent management is an organizational risk talent for talent recruitment in the competitive environment Organizations, Efficient talent management at every organizational level will increase of elite employee engagement this in turn will lead to effectiveness.

This study examined the impact of talent management on job satisfaction. For this purpose for Talent management variables 5 components such as recruitment and identify, selection, utilization, develop and keeping talent and also for job satisfaction Variables 5 components such as Nature of work, supervisors, colleagues, promotion and payment was considered. Research findings is indicating a positive and significant effect between talent management and job satisfaction According to the average rank obtained in researching, selection components has highest rating and component keep talent has lowest rating.

Citing the literature and research findings, only identifying and recruitment talent is not guarantee the organization of implementing talent management .Citing the literature and research findings, only identifying and attracting talent is not guarantee the organization implementing talent management; keep talent and implement strategies to develop and satisfy them is correct principles of talent management organization. If an organization wants to manage his talents well In addition to the proper using them in proportion to the organization's needs, noticed motivational factors to improve job satisfaction and encouraging them to keep.

Rezayian and Sultani research (1388) have to examine talent management processes and the individual performance .this result was obtained by talent management is leads to personal growth, satisfaction, and increasing the added value, which is consistent with recent research findings. Reviewing the research and opinions provided on talent management can be found in many common indicators that refer the relationship between the components of talent management and job satisfaction components.

Table 19. Common indicators of job satisfaction and talent management [7]

Owner comments	Common indicators	Components
Spector	Diversity and challenging	talent recruitment
Armstrong	Salary and benefits	
Tavpryn	Being respectful nature work	
Huffman	Psychological Testing	Talent selection
Keep	Specialized Interview	
Harrison		
Sayadi and colleagues	Being boring work	talent utilization
Saedi and colleagues	Feedback shift work	
Zamini and colleagues	Match the person characteristics with job	
Seyed Javaddedin	Job advice and contribute to the development job	talent development
Yar ahmadi	Job rotation and non-duplicate	
Goli	Training and promotion	
	Authority to do work	keeping talent
	Suitability Salary and benefits	
	Progression opportunities	
	Being friendly group communication	

☒ The results of this study confirmed the opinions presented in Table 19 indicate that there are common indicators between talent management and job satisfaction of staff. According to positive impact talent management components of job satisfaction that was in this study. Job satisfaction is considered as an appropriate measure to evaluate the success or failure of organization in the proper implementation of talent management. Also reviewed by other researchers implement talent management as one of the criteria should be considered in evaluating the performance of governmental agencies.

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