

# THE RELATIONSHIP OF TALENT MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT WITH JOB MOTIVATION OF EMPLOYEES

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## Abstract

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The present research was aimed to the study the relationship between talent management and organizational development and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services. The method of this research was practical in terms of objectives, descriptive-correlational in terms of data collection method. The statistical population of the research was the entire employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services (consisted of 301 individuals) among whom 170 individuals were chosen as sample size using Morgan table and simple random sampling method. In order to collect data, the three standard questionnaires of Talent management of Oheley (2007), organizational development of Peter Lok and John Crawford (2001), and job motivation of Herzberg (1965) were used. In order to evaluate the reliability of the questionnaires, Cronbach's alpha coefficient was used, and the value of this coefficient was higher than 0.7 for each of the questionnaires. For evaluation of the validity, the content validity was used, and for this regard, the questionnaires were confirmed by the related experts. The analysis of the obtained data was performed through SPSS software in two parts of descriptive and inferential (Kolmogorov-Smirnov test, Pearson correlation test and multiple regression). The research findings indicated that there is a positive and significant relationship between talent management and organizational development and job motivation of teachers.

Keywords: talent management, organizational development, job motivation, leadership, attitude

## INTRODUCTION

Human beings are creatures with biological, psychological, and social diverse needs, and satisfaction of these needs is only possible by working and trying. In primitive societies, the work system was organized in primary forms using simple tools and with the least expertise and with division of duties, but in developed societies, the work division is complicated, the duties are specialized, and the use of advanced technology is a feature of work system (Mohammadi and Pourshafei, 2014).

Nowadays, one of the problems of organizations is the methods creating determination and interest in success of manpower of the organizations. Although there are and complicated factors causing

increase of efficiency in an organization, the importance of leadership, effective management, and successful, competent, and efficient managers are more than other factors. Providing the needed motivation for work and attention to motivational forces of employees are from the most important and complicated duties of a manager (Idem). In this regard in a research titled "job characteristics and intrinsic motivation in associations, the effects of individual variables", Oldham (2014) found out that the relationship between job characteristics and intrinsic motivation is more for the employees that are satisfied with their growth, and the employees with more experience were more satisfied with supervisors and colleagues. Significant relationships

were observed between intrinsic motivation and work quality of the employees and their attempts.

There are several theories about employees' motivation that these theories can be discussed in forms of content, process, and contemporary. Ricky and Griffin (1999; cited in Moghimi, 2011) believe that employees can be motivated by more payments, fewer work hours, and suitable work condition, while some of the pundits believe that motivation can be increased through providing independence and responsibility of the employees. Both views indicate the content theories of motivation. The content theories in motivation seek to answer this question that which factor or which factors motivate individuals? Instead of attempt to identify and list the motivational stimuli, Ibid (1998) believes that process theories are seeking how motivation occurs? These theories focus on why individuals choose certain behavioral alternatives for satisfaction of needs? And how they evaluate their satisfaction when they achieve their goals? In contemporary motivational theories, theories like cognitive dissonance, exchange, equity, self-perception, and attribution, raised in recent years can be mentioned (Moghimi, 2011). In this regard in a research titled "the relationship of job motivation and job satisfaction with organizational commitment in PFIRI employees", Ajilchi *et al.* (2014) found out that job motivation and satisfaction predict the organizational commitment positively and predict the independence negatively, and also as the subscales of job satisfaction, direct responsible predicts the organizational commitment positively, and promotion predicts the organizational commitment negatively as the subscales of job satisfaction.

According to Robert huff's idea (2000), a normal person works with 50 percent of their ability. The other remaining 50 percent is mostly wasted in useless conversations with colleagues, wasting time on the internet, late arrival, early leaving, spending long time drinking coffee and eating lunch, and doing personal activities. As one of the biggest reasons of financial loss, one of the reasons of wasting time is that individuals don't have enough motivation and concentration for doing their work (Hamshahri, 2013).

Studying of entities of human capital of educational system, talents can be discovered, and managing and training of these talents correctly, the efficiency of employees of educational system can be increased (Kavianinia, 2010). Duttagupta (2005) believes that talent management originates from strategic management of talents flows in organization and its goal is to create an accessible source of talents for adapting the right individuals with the rights jobs and the right time based on the strategic purposes of business (Kaviani and Bahrami, 2013). In this regard in a research titled "study of talent management system and the use of this system as a lever to make commitment in employees", Sweem (2009) found out how the human resources

management and the organizational development can support and improve the talent management system. Dimensions of talent management are:

Attraction of talents: tracking talents, seriously, must be one of the management strategies. Most of the organizations can't attract the talented individuals as new members. This lack of talent is the biggest obstacle on the way of organizations growth, and the compensation of this lack is a kind of major strategic advantage. Retaining talents: Joy liment expresses that organizations should treat the employees like they are all managers and partners. They all have stocks, and he regards this as reason of success, while his biggest concern is not to lose the talented individuals. Management of talents: managers must know how to use the individuals and how strategically to place them in proper position. The situation shouldn't be in a way that a normal and ordinary work makes them lethargic. Managers must design the situation to have the maximum knowledge and information, innovation, and effect. Identification and discovery of talents: talents are scarce and undeveloped resources. Every year, we are faced with managers who don't know how to identify the talented individuals. Managers must identify the hidden talents of employees before hiring new employees. Selecting and applying talents: selection is the stage to accept or reject the requests from job applicants, so the most qualified, suitable, and talented of them is selected (Azari *et al.*, 2014). Stojanová and Tomšík (2014) defined five key factors influencing the efficiency of entering the labour market. These factors are the analysis of the current labour market situation and the rational preference of specialization, the active search and participating in programs and the internships focused on gaining the practical experience, the acquisition of professional skills, the use of institutional support and professional assistance and the factor of the building and use of networking. In this regard in a research titled "design of an optimization model of talent management process", Khalvandi and Abbaspour (2013) found out that there is a significant gap between the situation in all components of talent management and their desired status.

Therefore, one of the important tasks of managers in organization is to identify the latent talents of employees and to provide opportunities for growth and prosperity of them, which provides the development of the efficiency. Without regarding the efficiency and without the knowledge of the factors affecting on it, we can't step toward sustainable development. Since human has a key role in development happens by human, fulfilling the emotional and psychological needs of individuals is very important. Thus, one of the important duties of managers is motivating individuals, humans with different needs in order to achieve the organizational goals (Sadough Shahmirzadi, 2011).

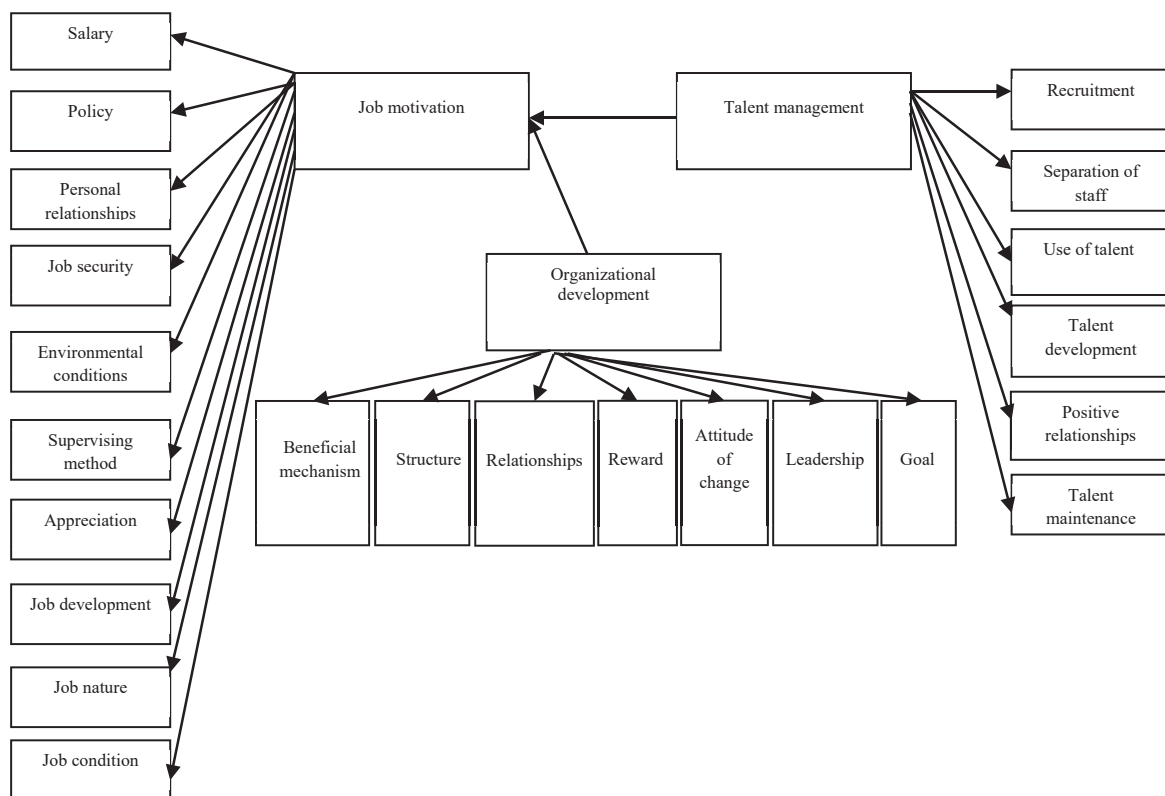
Organizational development is the systematic use of behavioral science to develop the planned progress, improve, and emphasis on strategies, structures, and organizational processes for improvement of organization effectiveness (Azari *et al.*, 2014). Feedback survey, sensitivity training, management network, practical research, and training the techniques of improvement of intrapersonal relationship including: interactive analysis and increase of employees' awareness are of the general techniques of organizational development. Considering the situations, one or more patterns of the organizational improvement or the general techniques can be used for development and organizational improvement (Azari *et al.*, 2014). In this regard in a research titled "assessment of organizational development of universities of Ministry of Science, Research and Technology in Tehran", Torkzade *et al.* (2011) found out that senior managers of universities aren't familiar with the theoretical bases (conceptual aspect) of organizational development and the structures in the universities don't have required adequacy to advance the organizational development, and the set of basic measures (performance dimension) in development of the universities haven't effectively taken. In different industrial and non-industrial universities, the status of the three dimensions of organizational development doesn't have significant difference. There is much difference between the status quo and the desired status. The three dimensions of organizational development at universities are not correlated with each other. The dimensions of the organizational development are: purpose: the point that we want to achieve after applying the program (center of development management and administrative evolution, 2008). Leadership: in George Artry's idea (1992), leadership is influencing on individuals in order that they work willingly and with interest (Rahimi, 2011). Relationship: educational work requires relationship and exchange of meanings and information. An effective relationship requires the ability to use of communication skills (Imani *et al.* 2006). Structure: the structural dimensions refer to internal features of organization that are: formality, specialty, standard, complexity, concentration and professionalism. Reward: there are two types of rewards in workplace. One is pay raise, promotion, incentive leave, and advantages. The second type is verbal praise (Azari *et al.*, 2014). In this regard in a research titled "talent development in line with job satisfaction and success", Jandaghi (2014) found out that intrinsic reward is an intermediary variable in protection of employees in workplace. Employees' satisfaction due to maintaining their professional success is more important. Social responsibility, pride in organization, method of communication, and manager's support are identified as intrinsic rewards. As we know, working is one of the basic human features and may be the most important one. Working is the manifestation of attempts,

talents, and human creativities. According to Marx, human makes the nature, society, and themselves by working, but if working becomes a matter of compulsion and imposition, not only it doesn't cause the flourishing of talents and abilities but also the human gets dominated by their own creations. Lack of job satisfaction causes humans to be deprived of their most basic feature which is creativeness and constructiveness (Sabaghian and Torkzade, 2006). The management of educational organizations has a specific importance and a strategic role among the different managements, because all the goals and factors of these organizations are related to humans. Attention to motivation of employees, job satisfaction, job motivation, organizational commitment, and organizational development are from the important behaviors of managers in these organizations, which have been considered as an important subject for managers in recent years (Sa'atchi *et al.*, 2008). Although it is a necessary condition for the success of organization, enjoyment of talented human capitals is not enough. They also need appropriate strategies and initiatives to use these talents more effectively. Therefore, it's essential that every organization identifies the current status of talent management, and recognizing the strengths and weaknesses, tries to improve the strengths and overcome the weaknesses, and optimizing the talent management system, uses the maximum ability and capacity of its talents (Khalvandi and Abbaspour, 2013). In this regard in a research titled "use of 40 companies from talent management strategy", Collings and Mellahi (2011) found out that all of them had a lack of talent management strategy use resulting lack of talented employees to fill the organizations' strategic positions, which significantly limits the company's ability to grow.

According to what mentioned, in this study we sought to answer this question whether there is a relationship between talent management and organizational development and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services?

According to this question and the past researches, the following research hypotheses were formulated:

- There is a relationship between talent management and organizational development and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services.
- There is a relationship between talent management and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services.
- There is a relationship between job development and job motivation of the employees in educational, research, student, and cultural



1: Conceptual model of research (Oheley (2007), Peter Lok and John Crawford (2000), Herzberg (1965))

deputies of Bushehr University of medical sciences and health services.

Finally, the conceptual model of the research is presented in Fig. 1.

## METHODOLOGY

The method used in this study was practical in terms of objective and correlational-descriptive in terms of data collection method. The statistical population of the research was the whole employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services (consisted of 301 individuals among whom 170 individuals were chosen as sample size using Morgan table and simple random sampling. In order to collect the data, the three standard questionnaires of Talent management of Oheley (2007), organizational development of Peter Lok and John Crawford (2000), and job motivation of Herzberg (1965) were used that its indices are indicated in Tab. I. In order to evaluate the reliability of the questionnaires, Cronbach's alpha coefficient was used, and the value of this coefficient was higher than 0.7 for each of the questionnaires. For evaluation of the validity, the content validity was used, and for this regard, the questionnaires were confirmed by related experts. In order to answer the questions of these questionnaires, the 5 item Likert scale was used. The questionnaires were distributed among a group of employees in educational, research, student, and cultural deputies of Bushehr

University of medical sciences and health services, and after receiving the questionnaires according to the techniques of descriptive and inferential statistics (Kolmogorov-Smirnov test, Pearson correlation test and multiple regression), the analyses were performed.

## Findings

In order to study the normal distribution, the Kolmogorov-Smirnov test is used, and the results are indicated in Tab. II.

Since the significance level of all of the components is higher than 0.05, it can be concluded that the collected data follow a normal distribution. Therefore, the Pearson correlation test is used to determine the correlation and the significance level is considered less than 0.05.

## Hypotheses Test

In this section, the research hypotheses are calculated using Pearson correlation test.

Main hypotheses: There is a relationship between talent management and organizational development and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services.

For this regard, the results of significance test of Pearson correlation coefficient are given in the Tab. III.

According to the Tab. III, since the significance level is less than 0.05, the null hypothesis is rejected

## I: Research structures and dimensions and items

Main structures	Dimensions	Source of collected data	Sources	Items due to each component	Number of questions	Cronbach's alpha
Talent management	Recruitment of talented employees	Bushehr University of medical sciences and health services	Oheley (2007)	1-2-3-4-5	5	0.87
	Identification and separation of employees			9-10-11-12-6-7-8	7	
	Use of talent			17-18-19-13-14-15-16	7	
	Talent development			23-24-25-20-21-22	6	
	Making and keeping positive relationships			28-29-30-26-27	5	
	Talent maintenance			34-35-36-31-32-33	6	
Organizational development	Goal	Bushehr University of medical sciences and health services	Lok and Crawford (2000)	40-41-37-38-39	5	0.81
	Leadership			43-42-45-46-44	5	
	Attitude due to change			48-47-50-49	5	
	Reward			52-51-55-54-53	5	
	Relationships			58-57-56-60-59	5	
	Structure			63-62-61-65-64	5	
Job motivation	Beneficial mechanism	Bushehr University of medical sciences and health services	Herzberg (1965)	68-67-66-70-69	5	0.83
	Salary			71-72-73	3	
	Policy of environment			74-75-76	3	
	Relationship			77-78-79-80	4	
	Job security			81-82-83-84	4	
	Workplace status			85-86-87	3	
	Supervising method			88-89-90-91-92	5	
	Recognition and appreciation			93-94-95-96-97	5	
	Job progress and development			98-99-100-101	4	
	Work nature			102-103-104	3	
	Job responsibility			107-106-105	3	
	Job status			108-109	3	

## II: Results of the Kolmogorov-Smirnov test of the variables and dimensions

Variables and dimensions	Significance level of K-S test
Talent management	0.145
Organizational development	0.117
Job motivation	0.121

## III: Results of Pearson correlation test for the correlation between talent management and organizational development and job motivation

Correlation relationship	Significance level	Pearson correlation coefficient	Test results
Talent management with job motivation	0.000	0.83	Hypothesis confirmed
Organizational development with job motivation	0.000	0.76	Hypothesis confirmed

at significance level of 95% and the main hypothesis is confirmed. Therefore, the relationship between talent management and organizational development and job motivation of the employees of the organization is significant. The positive sign of the correlation coefficient in the table above indicates

the direct relationship between the variables, which means they are aligned with each other.

In order to study the relationship between components of talent management and job motivation of the organization employees, the Pearson correlation test was used. The results are given in the Tab. IV.



## IV: Results of Pearson correlation test for correlation between the components of talent management and job motivation

Correlation relationship	Significance level	Pearson correlation coefficient	Test results
Attracting and recruiting talented employees with job motivation	0.000	0.75	Hypothesis confirmed
Identification and separation of the employees with job motivation	0.000	0.72	Hypothesis confirmed
Use of talent with job motivation	0.000	0.80	Hypothesis confirmed
Talent development with job motivation	0.000	0.81	Hypothesis confirmed
Creation and protection of positive relationships with job motivation	0.000	0.83	Hypothesis confirmed
Maintenance of talent with job motivation	0.000	0.85	Hypothesis confirmed

## V: Results of Pearson correlation test for correlation between the components of organizational development and job motivation

Correlation relationship	Significance level	Pearson correlation coefficient	Test results
Purpose with job motivation	0.000	0.49	Hypothesis confirmed
Leadership with job motivation	0.000	0.61	Hypothesis confirmed
Attitude toward change with job motivation	0.000	0.62	Hypothesis confirmed
Reward with job motivation	0.000	0.71	Hypothesis confirmed
Relationships with job motivation	0.000	0.70	Hypothesis confirmed
Structure with job motivation	0.000	0.68	Hypothesis confirmed
Beneficial mechanisms with job motivation	0.000	0.81	Hypothesis confirmed

According to the Tab. IV, since the significance level is less than 0.05, the null hypothesis is rejected at significance level of 95% and the hypothesis one is confirmed, which means the relationship between talent management and job motivation of employees in organization is significant. The positive sign of the correlation coefficient in the table above indicates the direct relationship between the variables, which means they are aligned with each other.

In order to study the relationship between components of organizational development and job motivation of the organization employees, the

Pearson correlation test was used. The results are given in the Tab. V.

According to the Tab. V, since the significance level is less than 0.05, the null hypothesis is rejected at significance level of 95% and the hypothesis one is confirmed, which means the relationship between the dimensions of organizational development and job in organization is significant. The positive sign of the correlation coefficient in the table above indicates the direct relationship between the variables, which means they are in line with each other.

## CONCLUSION

Talent management doesn't have a unique definition, but it can be concluded that the organizations using talent management are strategic, and they predict how to attract, choose, transfer, and develop the employees in the organization. Using talent management will ensure the talented employees with special abilities to have the appropriate job. Talent management causes managers' ability in educational organizations. It creates flexibility in organization. Using the strategy of attracting talented individuals in educational organizations, a kind of balance between work and life can be created, and also the development and learning opportunities can be made for individuals and organizations. Components of talent management include attraction and recruitment of talented employees, identification and separation of talented employees, using talent, developing talent, creation and maintenance of positive relationships, and maintenance of talents.

For increase of efficiency and making a healthy organization, many of the global organizations, enjoy the organization development. Organizational development plans to change the organization in a special way leading to improvement of the troubleshooting process and improvement of quality of work life. Organizational development is the application of attitudes of systems in fields of intrapersonal, structural, technical, and task communications in organization. In fact in organizational development, the manager wants to know which skills should exist in organization and how the human resources can fill the skill gaps in organization by improvement of skills of human resources. The components of organizational development are: purpose, leadership, attitude to change, reward, relationships, structure, and beneficial mechanisms.

On the other hand, job motivation is one of the most important effective factors of success and backwardness of educational organizations. Job motivation of the individuals entering the organization may not be the same. Job motivation isn't separated from growth needs or social and physiological needs. In fact, it can be said that job performance is equivalent of ability motivation. Therefore, it can be indicated that employees would have a high performance in case of having enough ability and motivation. The components of job motivation are: payment, policy of environment, personal relationships with peers, job security, work place status, method of supervising, recognition and appreciation, progress and job development, work nature, and job situation.

Therefore considering the importance of the subject, this research studied the relationship between talent management and organizational development and job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services, and based on the hypotheses of the research, we will discuss the conclusions:

The findings confirmed the significant relationship between talent management and its dimensions including attraction and recruitment of talented employees, identification and separation of employees, using talent, talent development, creation and maintenance of positive relationships, and talent maintenance, and also organizational development and its dimensions including purpose, leadership, attitude, reward, relationships, structure, and beneficial mechanisms with job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services. Considering that job motivation of employees is affected by motivational stimuli like intrinsic, external, mental, or health factors, it seems that talent management and organizational development are the factors effecting on job motivation of employees. Today, organizational development plans to change the organization in a special way leading to improvement of the troubleshooting process and improvement of quality of work life. Organizational development is the application of attitudes of systems in fields of intrapersonal, structural, technical, and task communications in organization. In fact in organizational development, the manager wants to know which skills should exist in organization and how the human resources can fill the skill gaps in organization by improvement of skills of human resources. Therefore with this attitude, job motivation will improve. Talent management also causes the ability of managers and employees of educational organizations and creates flexibility in organizations. On the other hand using the strategy of attracting talented individuals in educational organizations, a kind of balance between work and life can be created, and also the development and learning opportunities can be made for individuals and organizations, and their job motivation finally reaches to a desirable point. Finally, these findings are in line with the research results of Oheley (2007), Peter Lok and John Crawford (2000), and Herzberg (1965).

Also findings of this research confirmed the significant relationship between talent management and its dimensions including attraction and recruitment of talented employees, identification and separation of employees, using talent, talent development, creation and maintenance of positive relationships, and talent maintenance with job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services. In fact, talent management assures that every talented and skilled staff has the suitable job. Besides, the benefits of job compensation are established fairly in organization, and the job path of employees gets clarified. Therefore, it acts as a job motivational factor for employees.

As we witness nowadays, attraction and recruitment of talented employees is one of the main strategies of managers of organizations. Attraction and recruitment of talented employees creates a flexible workplace, and the recruited talented employees create knowledge and innovation in their workplace to meet the needs of their organization. In our studying society, this point causes the increase of employees' job motivation in organization, because their activity in a dynamic and active environment has a direct relationship with increase of motivation, and it causes the employees to have suitable situation for their growth and progress and to have an excessive motivation for doing their job. These findings are in line with Jafari moghadam's results (2008).

If there is also a system in organization in which the talented and active employees be separated from the employees with low efficiency, it causes the talented and active employees to be more motivated and it causes the weaker employees to improve their abilities as much as the talented ones in order to use their advantages. This subject is in line with the results of Brown and Hughes (2012) and Tahmasebi *et al.* (2012).

If the comments and suggestions of talented employees aren't used in organization, these individuals feel that managers don't believe in their abilities, which causes frustration and isolation of the employees. If these individuals get involved in decision-makings of organization with managers and understand that the managers respect their ideas, their motivation for doing their job will increase.

Talent development debate depends on the trainings and facilities that managers provide for employees to improve their capacity and ability. If the employees see the support for their activities and see the managers as facilitator in improvement of their ability, the employees' motivation will

increase desirably. On the other hand, as Taleghani *et al.* (2012) expressed, talent development has a positive and significant effect on performance and this causes the improvement of employees' performance in organization and the job satisfaction and motivation increase significantly. These findings are in line with the research results of Gorozidis *et al.* (2014).

Establishing and maintaining positive and sincere relationships between managers and employees in organization leads the individuals to solve the problems and issues friendly. As Brown and Hughes (2012) demonstrated, this matter causes the organizational commitment in organization and the organizational commitment in employees causes them to try to be beneficial in organization, so they try to have the best performance and finally their job motivation increases.

Since the situation isn't provided for talented employees to continue their activities, these employees will have different offers from other organizations and institutions, and if the facility and satisfaction of these employees isn't given to these employees, these individuals will leave the organization, but conversely, if the effective, motivational, and welfare measures in maintaining these employees is taken in educational organizations, these individuals feel secure and satisfied and continue their activities with the needed motivation for cooperation. These findings are confirmed by the research of Caroline *et al.* (2014).

Also findings of this research confirmed the significant relationship between organizational development and its dimensions including purpose, leadership, attitude, reward, relationships, structure, and beneficial mechanisms with job motivation of the employees in educational, research, student, and cultural deputies of Bushehr University of medical sciences and health services. With no doubt, organizational development causes improvement of job status through its tools in every organization, and it can provide job satisfaction and motivation.

Since every organization seeks for a goal after performing the plans, this matter is much more important in educational organizations, because if the goals of organization isn't clearly clarified for managers and employees, it causes confusion and problem in different affairs, but if the goals of the organization is clearly defined for the employees, it causes the employees to adapt their plans with the goals and to get the needed motivation for achieving the defined goals.

Leadership method in organization is an effective factor in making or ruining motivating of employees. If the leadership method in organization is encouraging, empowering, and participatory, the employees will have an important role in organization and they will consider themselves as a part of the organization, and they will be motivated in their activities, but if the leadership style is autocratic and imperative, the employees' motivation and efficiency definitely decreases. On the other hand improving the capacity of organizational learning and supporting the employees, a leader can provide the situation for development of organization and employees. These findings are in line with the research results of Mahmoudi *et al.* (2013) and Sayadi *et al.* (2014).

The attitude toward the organization space is definitely effective on job motivation of employees. If the attitude toward the organization is special and respectful to employees, it will be an increasing stimulus, but if the attitude toward the employees in negative and their activity and performance in doubted, it will certainly cause disappointment and decrease of their job motivation. Attitude also causes organizational culture. Through psychological empowerment with job motivation, attitude indirectly relates to job eagerness and innovative behaviors positively and significantly. Therefore, employees' attitude effects on their professional performance and job motivation. These findings are in line with the research results of Guseva *et al.* (2014) and Na'ami *et al.* (2011).

Rewards can be effective on employees' motivation especially employees' satisfaction. Every kind of reward in workplace including extra payment, promotion, incentive leave, advantages, and verbal praise make the employees encouraged and motivated in continuing their activities. Although the researches of Mahmoudi *et al.* (2013) indicated that the low payment factor is the least important factor in job motivation, it shouldn't be ignored, because reward is an intermediary variable in maintenance of employees in workplace and it is a basic field of satisfaction and job motivation. These findings are in line with the research results of Jandaghi (2014).

Since the effective relationship requires the ability to use communication skills in every organization, if the relationships and communicative skills get institutionalized in organizations, it causes a sincere and friendly atmosphere between managers and employees in organizations, which is a strong support for solving the problems of every individual, and it finally increases employees' motivation for continuing with a high performance and efficiency. These findings are in line with the research results of Brown and Hughes (2012).

It's obvious that the structure of every organization is effective on job motivation of its employees. The structural dimensions including formality, specialty, standard, complexity, concentration, and professionalism can each be a cause of motivation or lack of motivation in individuals. If the work is too specialized or the decisions-making in organizations is too centralized, it will cause the reluctance of employees to improve their performance level in organization. Conversely, if the complexity is



decentralized, the situation will be provided for employees' job motivation. These findings are in line with the research results of Oldham (2014).

If beneficial mechanisms and processes are used in all educational and job affairs, it will cause the needed tendency and motivation in employees. The findings of the research of Brown and Hughes (2012) confirm this relationship.

According to the research findings, these suggestions are presented:

- 1) Managers have one-on-one meetings with their employees to identify the talented employees.
- 2) Governments plan for attraction and maintenance of talented, motivated, and professional employees and develop the needed instructions.
- 3) Managers communicate with innovative employees constantly and honestly and involve the employees in decision-makings as showing caring for them.
- 4) For participation of the talented employees, design and establishment of suggestion and criticism systems is necessary.
- 5) Managers must trust the employees and give them more responsibility and supervision in order to make motivation in them.
- 6) In future studies, it's suggested to use other variables as the mediating variable and to review the relationship between the structures in a total model.

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