

Research Article

**ANALYZING THE RELATIONSHIP BETWEEN TALENT
MANAGEMENT AND JOB SATISFACTION AND LOYALTY AMONG
EMPLOYEES OF INSTITUTE FOR THE INTELLECTUAL
DEVELOPMENT OF CHILDREN AND YOUNG ADULTS (A CASE
STUDY ON KOHGILOYEH AND BOYERAHMAD,
FARS AND ISFAHAN PROVINCES)**

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ABSTRACT

Since talent management is utilizing the integrated set of activities, we must ensure that organization can attract, motivate and foster the required human resource in present and future. Talent management not only can hire, reinforce and evaluate the talent, but also it can lead to Personal growth, satisfaction and loyalty in employees. The purpose of this investigation is to evaluate the relationship between talent management and Job satisfaction and loyalty among the Institute for the Intellectual Development of Children and Young Adults employees in Kohgiluyeh and Boyer-Ahmad, Isfahan and Fars in 2014. This is a Descriptive survey research. The research statistical population is the Institute for the Intellectual Development of Children and Young Adults employees in Kohgiluyeh and Boyer-Ahmad. The questionnaire with 29 questions was distributed among the Institute for the Intellectual Development of Children and Young Adults employees in Kohgiluyeh and Boyer-Ahmad. The statistical population included 392 people. According to Morgan and Grisy table the questionnaire was distributed among 189 people. Reliability of the questionnaire was evaluated by Cronbach's Alpha 0.864. The collected data were analyzed by Descriptive and inferential statistics in descriptive and correlations test format for analyzing the SPSS data. The findings indicated that, from audiences' perspective, there is a significant effect between factors such as attracting the talents, Alignment, talents maintenance, developing the talents and job satisfaction and loyalty.

Keywords: *Talents Management, Satisfaction, Loyalty, Attracting Talents, Alignment, Talents Maintenance and Developing the Talents*

INTRODUCTION

Talent management has become a priority for organizations around the world. Processes related to talent management, talent battle, competition and shortages of talent, evaluation criteria; survival of talents and concerns related to talent management strategies is considerable in different countries literary writings (Ludans and Peterson).

Increase in employees' satisfaction and loyalty leads to large value and benefits for organizations and their employees. In general, it can be claimed that talent management is one of the effective factors in job satisfaction which can be used as an instrument for improving the hiring process and applying high skilled and able people for conducting the organizational processes. In addition, using such a tool, we can use the qualified people with the right skills in right positions in order to obtain the objectives and strategies of the organization and create the job satisfaction through identifying and optimizing the employees' talents and strengthening them. Besides, it can be said that, talent management not only hires, evaluate and strengthen the talents, but also it leads to personal growth, satisfaction and value for employees. In fact it's necessary to concentrate on talent management (HajiKarimi and Soltani, 2010). This investigation will be evaluated in order to analyze the relationship between talents management and job satisfaction and loyalty between Institute for the Intellectual Development of Children and Young

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Adults employees (A Case Study on Kohgiluyeh and Boyer-Ahmad, Fars and Isfahan provinces). This investigation consists of 5 chapters including the generality of research, literature, research method, analyzing the data and discussion and conclusion. In this chapter the problem, the importance of research, hypothesis and objectives are evaluated and the research variables are defined.

Thus, here we are trying to answer this question:

Is there any significant relationship between talents management and job satisfaction and loyalty in Institute for the Intellectual Development of Children and Young Adults employees (A Case Study on Kohgiluyeh and Boyer-Ahmad, Fars and Isfahan provinces).

Literature

Talent Management

Talent management is defined as a system to identify, hire, foster, improve and keep the talented individuals for optimizing the organization abilities in order to realize the business results.

The talent management is the identification of talents and then aligning it with jobs in order to involve the individual with the role he/she is talented for that. In fact, Talent is a set of integrated activities in order to guarantee, attract, keep and motivate the required talented employees by organization in present and future (Chase *et al.*, 2008).

Talent management is defined in term of managing the talents, according to the performance and as a non-differentiated product which is derived from Humanistic and demographic perception. Talent management was first used by McKinsey (1990). Talent management refers to the process of developing and training the new employees through successful interviewing, hiring, orienting, and integration of the new hired employees in organization culture and also, strengthening and maintaining current employees and attracting the new skilled employees.

Thus, this must be evaluated that, the involved organization in talent management, use what kind of strategies for resources, attraction, selection, training, improvement, development, and employees motivation. Top talents are known as the main source for Sustainable competitive advantage in organization performance. The reason for this process is the changing business environment and increasing requirements of managers in order to obtain the global awareness, multiple skills, technological knowledge, Entrepreneurial Skills for working in different cultures, structures and markets (Chambers, 1998).

The Main Areas of Talent Management

- **Attracting the talents:** What kind of individuals the organization must invest on? How should we make a plan for hiring the individuals in determined positions? What kinds of talents are required for organization development? These questions are just a part of questions which must be considered in an organization at the time of hiring the employees as the most valuable organizational capital.
- **Maintenance and alignment of talents:** In order to ensure the organization is using its human resource in the true way, the work force performance must be managed. It's also necessary to consider the report outputs and analysis derived by assessing the talents and individuals' performance in the system of calculation the compensation of employees.
- **Talents development:** The final stage of this process includes the subjects related to learning and development. Here the employees need a clear Career development path. Also, the organization requires more investment on employees in order to create learning and development opportunities so as to use them for responding the future expectations and requirements (Tajaldin *et al.*, 2008).

Talent Management Dimensions

- **Communications:** Communications are the final concentration point. The Communication meetings are being held three times a year in order to obtain the new and updated data from employees.
- **Job development:** This case can be conducted twice a year in order to obtain the information about the employees' progress and also using the Opportunities for growth and advancement.
- **Reward and recognition:** it's another variable which must be considered. It starts when the supervisors of employees recognize a specific amount of reward for conducting or completing a project. Here the successful identification and completing the project is very important.

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- **Performance management:** encouraging and developing the employees in order to obtain the higher performance level.
- **Open work atmosphere:** It provides opportunities for all employees in organization in order to make the future organization culture through cooperating with each other (Swim, 2009).

Job Satisfaction

Job satisfaction is one of the employees' job perspectives. In general, Job satisfaction is the individuals' perspectives about job and also it is a set of desirable and positive feelings which individuals' have about their jobs. When we say the employees are satisfied about their jobs, it means that, he/she loves his/her job and fulfills his/her requirements by this job and also has a good and positive feeling about it (Born *et al.*, 2009).

Job satisfaction is the employees' response to work nature and environment. It is derived from the requirements which are fulfilled in work environment. Hapkin (1983) has defined it as the fulfillment of specific requirements relationship to a job (Armstrong, 2007).

Kenral and Smith refer to five dimensions of job. These dimensions indicate that the most important features of a job are relevant to the subjects which people have positive reaction about it. In fact job satisfaction is relevant to five dimensions:

1. **Job nature:** it means the available characteristics and features in a specific job.
2. **Salary:** the amount of money which an individual earns and the amount of money which is fair from his/her point of view and fits to others' salary.
3. **Improvement opportunity:** the Improvement opportunity in organization Hierarchy for employees.
4. **Monitoring and care:** how an employee establishes a direct relationship with his manager and also the supervisors' abilities in order to provide the behavioral and technical help.
5. **Co-workers:** the degree of technical efficiency in coworkers and are supported in term of social position.

It is obvious that it is impossible to expect the efficiency and benefit from employees, specially the talented individuals in organization without job satisfaction.

Employees' Loyalty

Loyalty is one of social values and is very important in relationship between individuals. In Dehkhoda Dictionary, Loyalty refers to the Integrity and honesty, truth and sincerity in life and relationships and owning loyalty. In fact loyalty can be defined as sustainability and stability in relationships, honesty in interactions and fulfillment of commitments. Loyalty to organization is applying all employees' abilities in order to achieve organization purposes, responsibility, hardworking, Effort, coordination with changes and such items. There are many definitions for loyalty. Achbeker believes "if an individual stay in an organization while she/he has a better job opportunity, it's considered as loyalty. Organizational loyalty is subset of organizational culture. Organizational culture is also a set of values and principles governing the organization. For example loyalty to organization is one of the accepted values for employees, so it will be a part of the organization culture too. In fact, organization culture indicates the organizational personality. Robins defines the organization culture as: "the meaning of the organization culture is a set of the common perception which members feel about each other and this will lead to organization separation from each other. Culture creates commitments in individuals rather than their personal benefits. Thus, loyalty in organization has the direct relationship with accepted culture in organization and it's affected by it (Bidokhti *et al.*, 2007).

The loyalty measurement indexes of employees

The most highlighted indexes which are considered for measuring the loyalty of employees are as follow:

- Employee productivity
- Lasting in jobs
- Amount of Referring for hiring in organization
- The comments and opinions of staff
- Volunteer to supervise the organization in events
- Work return (profit)

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- Formal complaints
- Unjustified absence
- Failure of employees in competition
- Rate of return for former employees (Roozbahani, 2012)

Organization Loyalty and Job Satisfaction

Job satisfaction is an important subject in employees' performance. Job satisfaction is "enjoy and positive feeling" about job which depends on the relationship between what employee expect about his/her job and what is provided for him/her. The job satisfaction is the satisfaction of an individual about his/her activities in organization and determines that, how much the individual tasks and job matches his/her spirit and talents. All employees have requirements and for fulfilling these requirements they work. When these needs are met, the individuals will be satisfied with their jobs. In the other word, if the individual's requirements are not fulfilled, he/she will think about leaving the organization. When an individual is not satisfied with his/her job, and doesn't leave the organization, it means that he/she doesn't have a better job opportunity. Without doubt his/her efficiency will be reduced. But if there are many better job opportunities available, the individual will leave the organization. Many of people, who are not satisfied with their jobs and didn't leave the organization because of environmental situation, are not good actors for organizations. In this situation the individual is not efficient and creative for organization and he/she will leave the organization for a better situation (Nouri *et al.*, 1994).

Literature

1. Domestic Researches

Sayadi *et al.*, (1391), in a paper titled "investigating the relation between talent management and employees' job satisfaction" in headquarters of the Social Security Fund, mentioned that, there is a significant relationship between attracting talents and employees' job satisfaction. Also he believes that increase in job satisfaction is one of the benefits in planning for human resource.

Asgari *et al.*, (2011), in a paper titled "evaluating the governing level of talent management in Isfahan" evaluate this subject. The swim model is used in order to evaluate the talents management. The investigation results, indicates that, the talent management level in Isfahan is higher than the average, and according to the employees the communication has the highest score and the lowest score is related to the rewarding and acknowledgements.

Karimi *et al.*, (2011), evaluates and analyzes the assessing factors of talent management. The sample population consists of 112 individuals including Managers of industrial machinery and industry equipment. The research findings indicate that, the talent management can be evaluated by 17 factors. The main factors of talents managements are: Recognition of talent management, motivating talentedforces, professional support for talentedforces, creative talented forces.

2. Foreign Researches

Horman (2010) in a research titled "talent management of western companies in China" analyzed results from a qualitative approach and achievements from case study of seven companies in china. This research was evaluating that, how mentioned companies recognize the talented people and how develop and train them. The results of this research indicate that, these companies with a little change and according to Chinese culture apply the talent management process. Nevertheless, talent management strategy has not been fully implemented.

Yang (2010) has conducted a research in Swedish. He evaluates how each organization can apply the talent management in order to gain the best result? The research is conducted on two companies of Google and Zerogeriin Sweden. The researchers have used the Radical theory in this research which is a qualitative analysis. After analyzing the findings they found that, In spite of the difference in companies, the talent management process is essential for both companies, this will create the competitive advantage which is the purpose of talent management strategy. In Zerogeri Company, there is not section for talent management process by the name of human resource management and the CEO is responsible for that. It means that, there is no formal section for that. One of the other investigations findings was that, talent management strategy must be coordinate to companies' strategies and organizational culture.

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Roland (2009) evaluates the talent management process in company X in Finland. The purpose of this study is to evaluate the talent management process in a company which is well known in this area. The results of the study indicated that, the Implementing talent management process in company is appropriate. It's even higher than the aimed standards in some areas. We need more efforts in some areas such as learning and leadership development.

The Conceptual Model of the Research

The main purpose of this study is to analyze the relationship between Talent management and job satisfaction and loyalty in Institute for the Intellectual Development of Children and Young Adults employees. Here the Theoretical Foundations related to research subject are evaluated and finally, the conceptual model of the research is provided. After evaluating the Theoretical Foundations and analyzing the talent management and job satisfaction and loyalty with factors such as attracting the talents, alignment, keeping the talents and developing the talents as the talent management analysis factors and the job satisfaction was evaluated. The model was provided as follow:

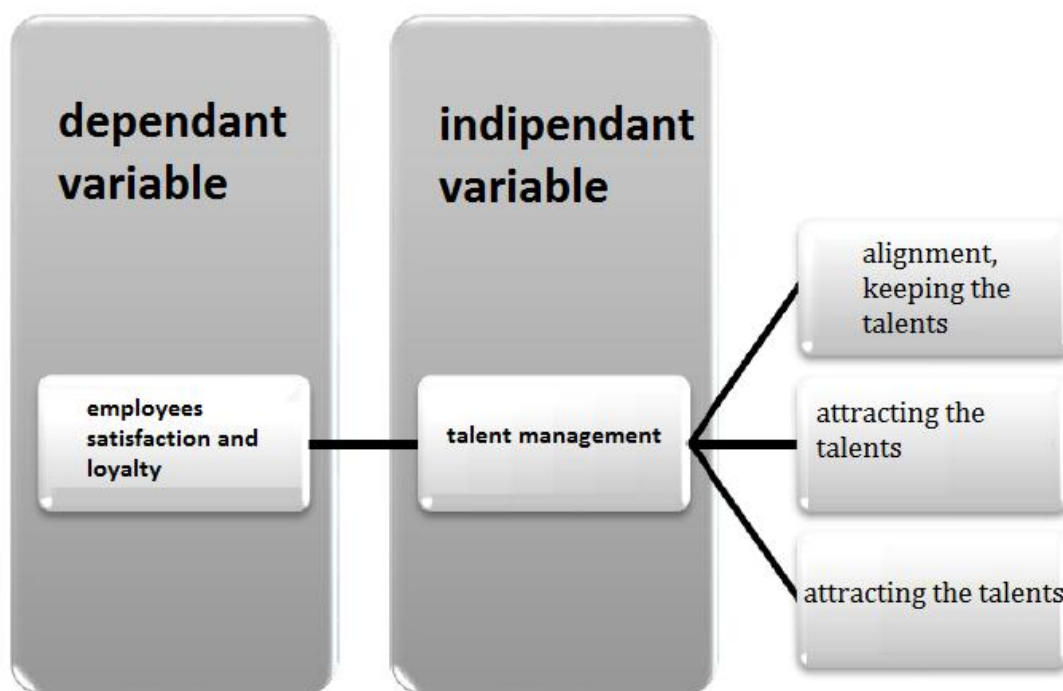


Figure 1: Conceptual model

MATERIALS AND METHODS

According to the purpose of research, this is an applicable research which its results can be used in order to inform the organization managers for improving the managers' performance and changes in management methods. Based on the method of colleting the data, this is a descriptive research of the survey type. It collects and tests the data related to research subject and describes the statistical features and their relationships (Sarmad *et al.*, 2001).

The purpose of this descriptive research is the actual, visible and regular description of the problem. In the other word, the researcher tries to evaluate and analyze the data without his interference.

RESULTS AND DISCUSSION

Research Results

The research results are applies in two level of Descriptive statistics (Frequency, percentage, frequency of density, and the average) and Inferential statistics (based on the type of variables, the single sample t-test and ANOVA is used).

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The Descriptive Results

Here, a summary on Sample demographic variables such as gender, education and work preference are provided in table 1. Then, the research hypothesis will be tested in conceptual model format.

Table 1: Summary on Sample demographic variables

		Frequency	Percentage
Gender	male	86	45.6
	Female	103	54.4
	Total	189	100
Education	Diploma	37	19.5
	Associate Degree	42	22
	Bachelor	75	39.6
	MS	32	17.2
	Ph.D.	3	1.7
Work preference	Total	189	100
	Less than 20	15	7.8
	21-30	75	39.7
	31-40	63	33.5
	41-50	34	18
	Over than 50	2	1

In this investigation, the total of responses were related 189 people, 86 male (45.6%) and 103 female (54.4%). 37 people had diploma (19.5%), 42 people had Associate Degree (22%), 75 people had Bachelor (39.6%) and 32 people had MS (17.2%) and 3 people had Ph.D. (1.7%). Also in work preference 15 people (7.8%) had less than 20 years' work experience and 75 people (39.7%) had 21 to 30 years' work experience and 63 people (33.5%) had 31 to 40 years' work experience and 34 people (18%) had 41 to 50 years' work experience and 2 people (1%) had over 50 years' work experience. Based on the above table, among 189 samples about 92% of respondents have more than 5 years of work experience and have a good experience in research which helps to the better quality and a better response to the questionnaire.

Inferential Research Results

Tale 2: Summary result

Variable	No	Correlation coefficient	Significance level	Confirmed hypothesis
Attracting the talents and job satisfaction and loyalty among the employees	189	0.477	0000	H0 is rejected and H1 is accepted
alignment, keeping the talents on job satisfaction and loyalty	189	0.695	0000	H0 is rejected and H1 is accepted
Developing the talents on job satisfaction and loyalty among the employees	189	0.725	0000	H0 is rejected and H1 is accepted

Conclusion

In this study the relationship between talent management and job satisfaction and loyalty among the employees Institute for the Intellectual Development of Children and Young Adults (A Case Study on Kohgiluyeh and Boyerahmad, Fars and Isfahan provinces) is evaluated.

The findings indicated the positive and significant relationship between implementing the relevant policies to the manager of the Intellectual Development of Children and Young Adults with job

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satisfaction and loyalty among the employees. According to the positive effect of talent management in loyalty and satisfaction, these two factors i.e. the loyalty and satisfaction are considered as the variables which have an important roles in right and appropriate implementing the policies related to talent management.

Based on the findings, we can understand that, there are many companies which are working without considering the size and the industry they are involved in. they can obtain some advantages from increasing and integrating some of the policies and procedures of human resource management which are obviously relevant to attracting the talents, alignment, keeping the talents and developing the talents. Managers play a critical role in this context. Especially by considering the reasons which motivate the employees and lead them to obtain the learning opportunities; and show good behavior and respect toward their employees. Some of the companies, when they find out their employees are thinking about leaving the job, increase the income, pay reward to the employee (Dell and Hickey, 2002). Briefly, talent management is an immediate approach for dealing with Workforce crisis and also it's an active strategy for strengthening competitive position of the company and brand.

Besides, if a company wants to manage its talents in a right way, it must apply them in a right way and considers the motivating factors in order to improve the job satisfaction and encouraging them for fulfilling and keeping their commitments. Efficient talent management will lead to increase in employees' satisfaction and loyalty which makes employees to fulfill their commitments.

Table 3: The summary on investigation results

Hypothesis	Hypothesis	Instrument for testing the hypothesis	Conclusion
1	Attracting the talents affects the employees' job satisfaction and loyalty in Intellectual Development of Children and Young Adults (in Kohgiluyeh and Boyerahmad, Fars and Isfahan provinces)	Spearman's rank correlation coefficient	confirmed
2	Alignment, keeping the talents affects the employees' job satisfaction and loyalty in Intellectual Development of Children and Young Adults(in Kohgiluyeh and Boyerahmad, Fars and Isfahan provinces)	Spearman's rank correlation coefficient	confirmed
3	Developing the talents affects the employees' job satisfaction and loyalty in Intellectual Development of Children and Young Adults (in Kohgiluyeh and Boyerahmad , Fars and Isfahan provinces)	Spearman's rank correlation coefficient	confirmed

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