
IMPORTANCE OF JOB SATISFACTION AND TALENT MANAGEMENT

Mr Pratik Yadav
Research Scholar, Singhania University,
Pachari Bari, Jhunjunu (Raj)

Dr Jugesh Aspal
Director and Professor
GSBA Group of Institution, Greater Noida

ABSTRACT

Talent Management is a term that emerged in the 1990s to incorporate developments in Human Resources Management which placed more of an emphasis on the management of human resources or talent. The term was coined by David Watkins of Softscape published in an article in 1998; however the connection between human resource development and organizational effectiveness has been established since the 1970s. Talent management is part of the Evolution of Talent Measurement Technologies.

In order for talent management to be effective it must be aligned to job satisfaction organizational strategy. There must be coordination between the talent management and organization policies. If there is no alignment then there will be chaotic conditions in the company. But it is very difficult to align the talent management strategies with the organization policies. There is tradeoff between the cost associated with the talent management and its benefits. This research paper tries to establish relation between employee talent management and company's policies and tries to find out the impact of the companies job satisfaction policies on Employee talent management strategies.

Keyword- Talent Management, Policies, Strategies

Introduction-

Research indicates that effective talent management is essential in achieving organisational excellence and is a driving force for business success. A cursory review of the talent management literature reveals a degree of debate as to the conceptual boundaries of the topic. Indeed, Aston and Morton (2005: 30) noted that there “...isn’t a single consistent or concise definition” of talent management. Notwithstanding this criticism, Lewis and Heckman (2006) identified three key streams of thought around the concept of talent management.

Executives and HR management have always been focused on basic talent management—acquiring, hiring and retaining talented employees. But, to drive optimal levels of success, business leaders need engaged, high-performing employees. The key to inciting a workforce to greatness is to align your talent management with company strategy, define consistent leadership criteria across all functional areas, and identify specific competencies (analytical, technical, education, experience) to cultivate for continuing growth

Business leaders who implement the best talent management processes are more prepared than their competitors to compete in the global economy and capitalize quickly on new opportunities. True success is only available when companies do more than adapt to long-term trends; they must be able to anticipate and jump on new opportunities before the rest of the market. A strategic talent management plan allows you to:

- Become "proactive" versus "reactive". Fill your critical talent management needs and address company and industry changes promptly;
- Identify essential skills to be developed in all employees, and minimize training costs by focusing on key development areas; and
- Improve your recruiting process by identifying high-quality candidates using job descriptions based upon the expertise of your high performing employees holding uniquely valued company or industry competencies.

Employee satisfaction directly relates to retention and productivity. Measuring this is often a critical component in achieving a competitive advantage. Simply asking, “Are you satisfied in your job?” may appear to address the issue, but without determining the factors that make up job

satisfaction, management remains helpless to take real constructive action. A properly constructed job satisfaction survey will measure factors that contribute and relate to job satisfaction. For example:

- staff relationship with supervisors
- competency of supervisors
- belief in the company's vision and strategy
- understanding of pay and incentives

Literature Review-

In today's complex and dynamic global environment multinational organizations have to manage a global workforce to achieve sustainable growth. Managing a global workforce is challenging -- it is mobile, diverse, and not bound by geographic and cultural boundaries (Schuler, Jackson, & Tarique, 2011; Scullion, Collings, & Caligiuri, 2010; Stahl et al., 2012). As a result of these challenges many human resource practitioners (HR leaders and HR consultants), and academics are focusing on the important area referred to as "global talent management" (Collings & Mellahi, 2009; Garavan, Carbery, & Rock, 2012; Schuler, et al., 2011; Scullion, et al., 2010; Stahl, et al., 2012; Vaiman, Scullion, & Collings, 2012).

One of the major topics of research in global talent management has been around the notion of talent shortages (*Manpower Group Talent Shortage Survey* 2011), and the implications of talent shortages on the practice of human resource management in multinational organizations (Collings & Mellahi, 2009; Farndale, Scullion, & Sparrow, 2010; Scullion, et al., 2010; Stahl, et al., 2012; Vaiman, et al., 2012). Ironically the topic of global talent management is prevalent in times of economic prosperity as well as in times of economic uncertainty and economic and financial recession (Tarique & Schuler, 2010). There is considerable evidence that shows even in recent poor economic conditions organizations worldwide are having difficulty managing talent across a wide range of positions (McCauley & Wakefield, 2006).

Prolific research in the area of job satisfaction has been conducted over the past few decades (Boshoff, Cilliers & Van Wyk, 2003; Buitendach & De Witte, 2005; Calder, 2000; Derlin &

Schneider, 1994; Dolliver, 2003; Hoole & Vermeulen, 2003; Kh Metle, 2005; Malherbe & Pearse, 2003). However, a paucity of studies exist in the public health industry investigating job satisfaction across different occupational classes. The vast majority of studies conducted in the public health industry in South over the past years have mainly focused on job satisfaction amongst health care doctors and nurses (Damane, 1992; Herman, 2005; Mariani et al., 2003; Mavanyisi, 2005; Pillay, 2003).

From the literature review it is concluded that there is little work done in the area of Job satisfactions and Employee Talent Management. Therefore in this paper it is assumed that Job satisfaction has a direct bearing on the Talent Management policies of the organization and it look forward to determine the relationship and the variables which effect talent management policies of the companies.

Research Objectives-

- To establish Relationship between Talent Management Strategies and Job satisfaction.
- To develop Talent Management Strategies to help the companies to satisfy their employees.

Talent Management V/S Traditional HR Approaches

Traditional HR systems approach people development from the perspective of developing competencies in the organization. This can actually be a risk-prone approach, especially for companies operating in fast evolving industries, since competencies become redundant with time and new competencies need to be developed. Thus, over time, the entire approach to development of people might be rendered obsolete calling for rethinking the entire development initiative.

Talent management on the other hand focuses on enhancing the potential of people by developing capacities. Capacities are the basic DNA of an organization and also of individual potential.

D	Point of Departure
N	Navigation
A	Point of Arrival

In fact, the following appropriately describes the role of talent management:

Translating organizational vision into goals and mapping the required level of capacities and competencies to achieve goals aligning individual values and vision with organizational values and vision.

Clear understanding of the varied roles within the organization and appreciation of the value-addition from self and others leading to building a culture of trust, sharing and team orientation. Assessment of talent to profile the level of capacities and set of competencies possessed within the organization.

Enhancing capacities to learn, think relate and act through development initiatives. Individual growth to meet and accept varied incremental and transformational roles in an overall scenario of acknowledged need for change.

Gap analysis and identification of development path helping individuals realize their full potential through learning & dev. Developed individuals enabling breakthrough performance

Understanding Talent

The idea of developing talent is not a new concept in any business. In fact every successful company that has 'stood the test of time' has done so, Because of their ability to attract, retain and get the best out of their talent.

Today we read of a 'war for talent'. This has emerged, not because companies have forgotten about talent, or allowed it drop off of the radar but, because in some fundamental ways, the talent has changed. We have a new kind of young person entering the business world, with a very different world view, set of values, priorities and goals.

Focus 1: Attracting and recruiting Talent:

In order to effectively attract and recruit talented employees you need to understand what talent is looking for in a career and how they will view your business in terms of fitting in with their needs. Your approach to each one of your potential recruits needs to be altered to suit that they are.

By examining this through the perspectives of the different generations, we are able to look at their attitudes to work what kind of career, organization and benefits they are looking for and know what kind of techniques will ensure that your recruitment process is successful in each generational context.

This focus unit looks at the following:

- Attitudes to work
- Career goals
- Views on organizations and how they are currently run
- What benefits each generation is looking for
- Techniques to attract the different generations: what will make your organization stand out?
- Techniques to recruit the different generations: how should the job offer be presented?

Focus 2: Retaining and Developing Talent

In order to effectively retain and develop Talent you need to understand what the generations are looking in a future career and in an organization. Your approach to each one of your employees needs to be altered to fit individual goals and personal needs.

This focus unit looks at the following:

- work ethics and values
- career planning
- work environments and culture
- benefits and reward systems
- ways of motivating

Focus 3: Managing Talent

An in depth look at how the generations internalize authority will enable you to adjust your management style to fit in with who they are.

We are able to look at the attitudes of the different generations to leadership and management; what kind of management approaches will ensure that you gain maximum loyalty, productivity and job satisfaction from each of your employees.

This focus unit looks at the following:

- Attitudes to authority
- Management styles for the different generations including conflict management
- Leadership styles used by the different generations
- Specific techniques to help you manage different generations including
- Communication and feedback preferences
- Coaching and mentoring preferences including
- The role of coach
- The coaching process
- How to plan for and create conversations

Importance of Job satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job or job experience as stated by Dunnette and Locke (1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs, Dunnette and Locke (1976).

Given that values refer to what one desires or seeks to attain, Dunnette and Locke (1976), job satisfaction can be considered as reflecting a person's value judgment regarding work-related rewards. Locke and Henne (1986) defined job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation.

According to Williams and Hazer (1986), job satisfaction is an individual's affective response to specific aspects of one's job. Similarly, Mottaz (1988) regard job satisfaction as an effective response resulting from an evaluation of the work situation. Glick (1992) view job satisfaction as an effective response by individuals resulting from an appraisal of their work roles in the job that they presently hold. According to Robbins (2003), job satisfaction refers to an individual's general attitude toward his or her job. In sum, the job satisfaction construct can be considered as an effective response by an employee concerning his or her particular job and results from the employee's comparison of actual rewards or outcomes with those that are expected, needed, valued, wanted, or perceived to be fair (Spector, 1997).

Work rewards reflect the intrinsic and extrinsic benefits that workers receive from their jobs (Kalleberg, 1977). Two important groups of work rewards that have been identified include task and organizational rewards. Task rewards refer to those intrinsic rewards directly associated with doing the job (Katz and Maanan, 1977; Mottaz, 1988). They include such factors as interesting and challenging work, self-direction, responsibility, variety and opportunities to use one's skills and abilities. Organizational rewards, on the other hand, refer to the extrinsic rewards provided by the organization for the purpose of facilitating or motivating task performance and maintaining membership (Katz and Maanan, 1977; Mottaz, 1988). They represent tangible rewards that are visible to others and include such factors like pay, promotions, fringe benefits, security and comfortable working conditions.

Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak *et al.*, 2001). Many studies (for example, Mobley *et al.*, 1978; Price and Mueller, 1981; Shore and Martin, 1989; Aryee and Wyatt, 1991; Hellman, 1997; Chan and Morrison, 2000; Ghiselli *et al.*, 2001; McBey and Karakowsky, 2001) have reported a significant negative relationship between job satisfaction and intention to leave the organization.

Tan (1998) assess job satisfaction and turnover intention of employees in the travel agencies in Malaysia. Seventy-two items of Job Descriptive Index (JDI) were used to determine the job satisfaction level. Tan also found that job satisfaction was significantly related with intention-to-leave. Saal and Knight (1995) report that JDI, Minnesota Satisfaction Questionnaire and face

scale were the most popular job satisfaction measures. However, JDI is found to be the most frequently used as measurement of job satisfaction compared to the other. Vroom (1994) called it as the measure without doubt and the most carefully constructed measure of job satisfaction.

Talent Management Strategies

In the HR industry, confusion persists around employee satisfaction and employee engagement. Because many organizations view these different measurements as one and the same thing, they may be missing out on opportunities to foster the kind of workforce atmosphere that leads to innovation and high performance. While employee satisfaction is important to maintaining a positive work environment, it may not be enough to help you retain top performers and achieve competitive success. By focusing on those factors that impact engagement *and* satisfaction, your organization is more likely to maintain a strong, motivated workforce that is willing to expend extra effort, help drive business goals, and deliver return on HR's talent management investment.

Employee Satisfaction and Employee Engagement are Different, Yet Related Measurements

While exact definitions may differ from organization to organization, HR professionals would generally agree that satisfaction is a measurement of how employees feel — their “happiness” — with their current job and conditions. Engagement, on the other hand, measures employees' emotional commitment to an organization, taking into account the amount of discretionary effort they are willing to expend on behalf of their employer. Highly engaged employees go above and beyond the core responsibilities outlined in their job descriptions, innovating and thinking outside the box to help move their organizations forward.

Studies Show a Link between Employee Engagement and High Performance

In order to achieve competitive success, organizations need to get employees at all levels focused on driving revenue. Many studies have linked employee engagement to workforce performance, customer satisfaction, productivity, absenteeism, turnover, and support of the organization — all of which have can have significant impact on the bottom line. In fact, a 2011 Corporate Leadership Council study revealed that performance against revenue expectations is 23 percent greater for companies with high engagement capital compared to those with low engagement capital. Given these potential performance gains, leveraging talent management strategies to help drive employee engagement makes sound business sense.

Focused Talent Management Initiatives Can Increase Both Employee Engagement and Satisfaction

Participants in the Society for Human Resource Management's 2012 Employee Job Satisfaction and Engagement Survey ranked relationship with immediate supervisor, opportunities to use skills and abilities, and autonomy and independence as top drivers for both employee satisfaction and employee engagement. These findings suggest that focusing talent management efforts in these areas may yield significant return on investment. To effect maximum change, organizations must transform performance management from a static, once-a-year event into a dynamic, year-round process. At the same time, they must implement a talent management framework in which employees and managers can work together to establish clear measurable goals, competencies, and career development activities that align with corporate objectives. Managers also need to check in with employees throughout the year to discuss progress toward goals and provide constructive coaching. By building this kind of feedback and relationship-building into the talent management process, your organization will be better positioned to drive the high levels of employee engagement that correlate with competitive success.

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