

The relationship between talent management and job satisfaction of Insurance employees Iranian of Gilan province (examine Confounding variable, emotional intelligence)

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Abstract: Since the organizations in the future will be faced with the Increasing computational challenge, and to manage these challenges, will be needed to more fit and more effective managers than today's managers ,the talent management have become more important in today's organizations. On the other hand, happy and joyful human resources are most valuable assets of an organization's. When, human resources in organizations, are useful, that have strong spirit, happiness and good satisfaction, because the workers functions, largely derived from their job satisfaction. Gladden, satisfy and in higher level, keeping employees happy, are something's that requires effort and is an ongoing process. Hence, attention to the employees wishes and needs, is an urgency and administrative affairs in the organization. Employees Tendency and Personality, so have clear affects on how they behave and achieve the desired goal, and also Influences on the organization efficiency. According to the Mentioned statements, three hypotheses were developed in this study. Population is the IRAN insurance staff in the Gilan province. Data collection Method, is the field method and Data collection tool, is the questionnaire,. To test the research hypotheses, was used of the Structural Equation Modeling and LISREL software. And all hypotheses were confirmed.

Keyword: Talent management, emotional intelligence, job satisfaction, Iran Insurance

1- Introduction

Talent management relatively is a new concept that was emerged in the 1990s. This means, first, was introduced by Charles Fishman in the "war for talent" book (Armstrong, 2006). According to Fishman, in "war for talent", competition ,was on the Governor talent in the 90th century. And organizations in all sizes and forms of any industry, competed to hire the best and smartest people (Mocha, 2004). According to his opinion, talent management is the only way to prepare for the future (Soltani, 2011). Talent in people emerges in various forms. Talent divided into two categories: innate talent and acquisition talent .in the innate talent, intelligence types (emotional intelligence, intelligence quotient (IQ), spiritual intelligence, etc.) and their applications, are discussed. Individuals who have a greater ability to use multiple intelligences, will be more successful And have a higher organizational performance. Individuals IQ, alone, will not guarantee their success in the long term; but, other supplements are necessary to achieve success in life, which is called emotional intelligence. Goleman, separated emotional intelligence than IQ And believes that emotional intelligence, forms IQ usage, through self-control, passion, perseverance and motivation (Goleman, 2000). In other words, combination of IQ and emotional intelligence , is essential to achieve the desired results, Because, heart product, is motivation and , brain product, is Thought and As long as there is no motivation, thought, don't Formed in good manner and can say that work and thought , are products of motivation and motivation , isn't something , apart from emotions and affections .(kashani 2010) . so , attention to the all aspect of innate talent and effort to develop them , is an essential issue . Organizations that want to successful attract and keep talented people in your organization , must create an environment in Organizations that in which , people can use the best opportunities and develops their skills and talents (Shy'm et al., 2012). Today's, the changes are understood as indispensable factors for future development (Falkenbergs et al., 2005). Therefore, it is necessary for the survival of the organization, they, changed along with evolutions And conducts their employees talent, in line with changes in order to achieve the goals of the organization. While grossman, knows talent management strategy as part of twenty one century necessary

changes and supplement part of changes in organizations. Talent management strategy is a tool that converts organization's human resources as a critical factor in maintaining sustainable competitive advantage, to the organization's strategic priorities (Bajgrany Asgari et al., 2011). Therefore, this study, investigates the relationship between talent management and job satisfaction according to the moderator role of emotional intelligence.

2- Literature Review

Today, due to the intense competitive business environment, talent management development, is considered as one of the most important business element to save competitive advantage in organizations, to the extent, that elite can gain more values for organization and can caused of the organizations growth and prosperity. However, few organizations focus on human capital and the majority of them, invests on new technologies, operating systems and software planning, While modern organizations, knows their improvements depends on the staff investment and trying to guide talent staff to the ultimate success (sueem, 2009). Valuable talents are very rare and day to day added to the importance of them. Retirement, and loss of capable and experienced personnel, in work environment, makes necessary, new skills to achieve desired future, and rapid changes in lifestyle, and every day added to its importance (oliver, 2010). talent management Development, is a one of the major business element and a key component of maintaining a sustainable competitive advantage in organizations. Also, Emotional intelligence, due to the direct effect on performance, can be a useful supplement to maintain this advantage (Shaemi et al., 2013). Emotional intelligence, is the capacity and ability to organize themselves and others feelings and emotions, for controlling emotions and use them properly in relation to others. High levels of emotional intelligence, creates an environment in which information sharing, risk control and learning is particularly prevalent (yaghoobi et al., 2009). Job satisfaction is a very important factor in career success. Job satisfaction is a factor that increases the individual's performance and personal satisfaction. In fact, we can say that, every employer, in a certain way, tries to increase the job satisfaction of employees at its institution (sayaadi, 2012).

Talent management, causes each employee, with special talents and skills, to be located in a right job, and also the career path is clear and operates as a driver, for better job opportunities, both in inside and outside the organization that all of them, increase the employees job satisfaction (Taj al-Din and Maali tafti, 2008). Because the talent management process in conjunction with human resource and influence on the human resource, the analysis of its relationship with job satisfaction is very important (sayaadi et al., 2012). Emotional intelligence is influenced on work behavior, including teamwork, talent development, innovation, and service quality and customer loyalty. It can also predict the results involved with the work, such as job satisfaction (Pratt et al., 2003; Gulriz et al., 2008). Thus, according to the above expression, the main research question can be stated as follows:

Is talent management, with respect to the moderator role of emotional intelligence, influences on job satisfaction?

3- Hypotheses

Main hypothesis: there is a significant relationship between talent management and job satisfaction, according to the moderator role of emotional intelligence.

H1: There is a significant correlation between talent management and job satisfaction.

H2: There is a significant relationship between job satisfaction and performance management.

H3: There is a significant relationship between employee's education, and job satisfaction.

H4: There is a significant relationship between rewards and job satisfaction

H5: There is a significant relationship between communication and job satisfaction

H6: There is a significant relationship between atmosphere and the culture and job satisfaction.

H7: There is a significant relationship between emotional intelligence and job satisfaction.

H8: There was a significant relationship between emotional intelligence and talent management.

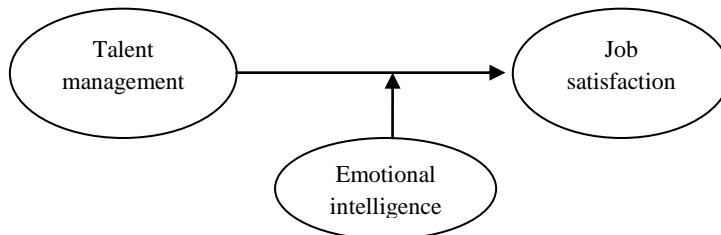


Figure 1: The conceptual model

4- Research Methodology

The present Research, is a descriptive -Survey study, because investigates the population features and characteristics, and the current state of society in the form of multi-attribute or variables. The study population is all employees of the IRAN insurance company in the GILAN province which ARE 131 PEOPLE. The method was used for sampling in this study, was simple random sampling and with using Cochran sampling formula, a minimum sample size was estimated 98 peoples. To collect data for this study, used of questionnaire consisting of 36 questions. The reliability of all variables was calculated upper than 0.9. In order to test hypotheses, was used of structural equation modeling.

5- Findings

As can be seen in Figures 2 and 3, if, for any hypothesis, t-statistic is greater than 1.96 absolute value, the hypothesis is confirmed and otherwise, be rejected.

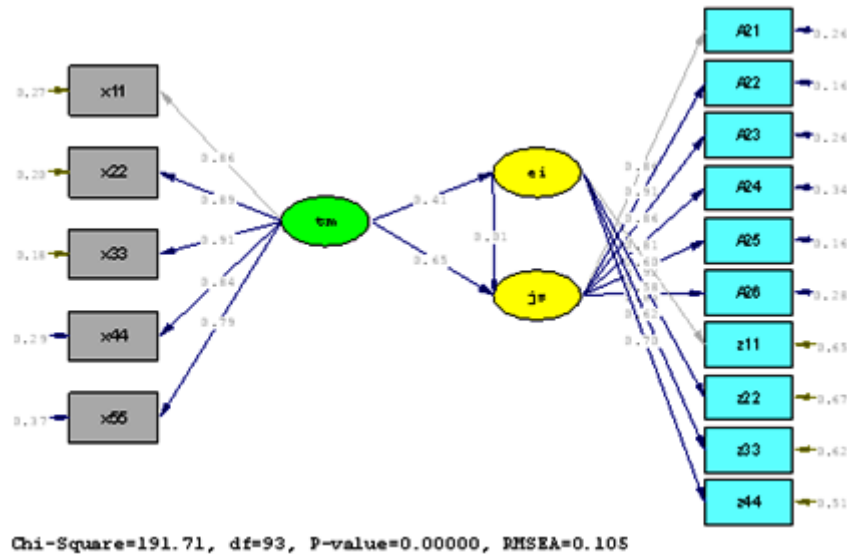


Diagram2: study Model in the structural coefficients case

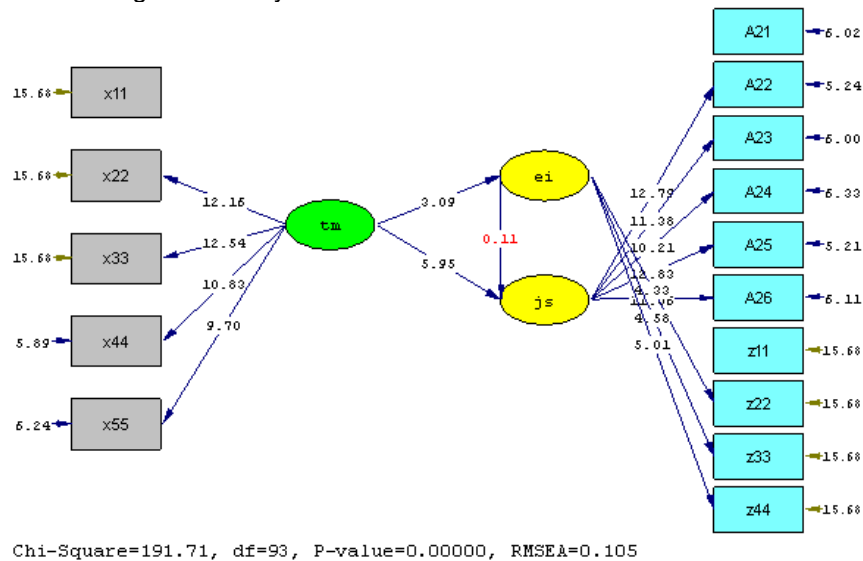


Diagram3: study Model in a t coefficients case

A: The relationship between talent management latent variables with performance management, is, 86/0, which is a very good correlation. T-statistic value is obtained 7.14, which suggests that the observed correlation is significant.

B: The relationship between talent management latent variables with employee's education is 0.89, which is a very good correlation. T-statistic value is obtained 12.16, which suggests that the observed correlation is significant.

C: The relationship between talent management latent variables with reward is 0.91, which is a very good correlation. T-statistic value is obtained 12/54, which suggests that the observed correlation is significant.

D: The relationship between talent management latent variables with communication is 0.84, which is a very good correlation. T-statistic value is obtained 10.83, which suggests that the observed correlation is significant.

E: The relationship between talent management latent variables with atmosphere and culture is 0.79, which is a very good correlation. T-statistic value is obtained 9.70, which suggests that the observed correlation is significant.

F: The relationship between talent management latent variables with self-awareness is 0.60, which is a very good correlation. T-statistic value is obtained 4.33. Which suggests that the observed correlation is significant?

G: The relationship between talent management latent variables with Self-management is 0.58, which is a very good correlation. T-statistic value is obtained 4/99, which suggests that the observed correlation is significant.

H: The relationship between talent management latent variables with Social Awareness is 0.62, which is a very good correlation. T-statistic value is obtained 4/58, which suggests that the observed correlation is significant.

I: The relationship between talent management latent variables with relations Management is 0/70, which is a very good correlation. T-statistic value is obtained 5/01, which suggests that the observed correlation is significant.

6. Conclusion

Recommendations of this study, according to the goals and intended outcomes, and based on the research hypotheses findings, are as follows.

A: According to the approved first hypothesis, offered to Iran Insurance executives, For each employee, codified, career guidance and career development along the work passage which based on that, staff evaluation are alternately performed. Be respected, to all employees, And for specific tasks, appreciated of them, in the presence of other staff. Job is designed in such a way, that employees feel, their work is important. And they are important in the company and their feedback will be returned to them on a regular basis. As a one of the other things, that is very important, creates an open atmosphere in the company, to exchanges and interactions and fluid flow of information.

B: According to the approved second hypothesis, and Because of the positive relationship between emotional intelligence and its dimensions and job satisfaction, offered to Iran Insurance company in Gilan, that Through relationship development and facilitate the exchange of information between staff, increases public awareness, and by this way, people would be self-knowing. In other words, turn on the blind side of their personality. Also, use of people who have a self-control capability and who are during the crisis and stressful situations, are relax and also, use of managers that have a clear values and accepts their errors and defects.

Offered to Iran insurance, chooses the manager, that have strong social consciousness and able, to understand the power key relationships. Managers who are effectively have a conflict management capacity, able to understand the different attitudes and find an approved common ideal. All these cases, brings, employees' job satisfaction.

C: Organizations, in which the absorption and selection of individuals is on the basis of merit, ability, talent, and with Using simulated and Practical employment tests, and as well as carried out in assessment centers and by structured interviews, have a greater productivity and Satisfied Employees. Talent development and human resources, is an important part of moving an organization toward creating a learning organization. To create a learning organization, first, it is necessary that the organization have an organizational learning. And to create a learning organization, it is necessary to develop individual learning plans for each employee in the organization. With, creation the Career Development Program, Human resources will have more job satisfaction, and the organization will benefit from the advantages of a learning organization. Therefore, it is recommended that organizations consider the educational and personal development programs.

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