

Roles of Talent and Job Satisfaction in Quality of Work Life

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Abstract—At present, many companies around the world are struggling to meet the challenges presented by the organizations' global trends. The work force has been continuously reminded of the competitiveness and increasing productivity in ensuring better work life. Being stable at the work place seems to be as important as setting the goals of organization for a harmonious working environment in a long term. Therefore, this study that had been conducted in the insurance industry with aims to highlight how the talent and their job satisfaction could boost up the quality of work life and simultaneously enhances organization's achievement. The results showed that satisfaction with the job are rated high ($M=3.68$, $SD=1.226$) by the respondents and thus significantly contributes to their employability and future career. Thus, this study proposed a practical model that could assist decision-makers at different levels in an organization as well as the particular industry.

Index Terms—organization support, quality of work life and insurance industry

I. INTRODUCTION

Nowadays, business environment is changing very fast. The changes in technology like e-business and e-commerce have created a quantum leap information availability and control of doing business. With the impending move toward globalization and liberalization of economic, organizations should prepare and cope with the rapid changes in the business dynamics. Each organization must submit and varying demands of changes in the work place environment. Changes within an organization take place in response to business and economic events and to processes of managerial perception, choice, and actions where managers see events taking place that indicated the need for change. According to Frank (2003) the corporation had 'delivered', throwing off entire levels of management and it was 'disaggregated', ridding itself of its extraneous operations; it embraced 'flexibility', making it easier to replace career workers with (zero-benefit) temps and 'disinter mediated' with new technology system. Organizations are continuously looking for new ways of doing business in order to meet the challenges of today's dynamic business environment. Given the amount of time and energy people expend at the workplace, it is important for workers to satisfy their entire life. Workers perceived different aspects of the treatment

would actually influence organizational support and consequently the ability to influence is how the workers interpret the motives underlying the treatment by the organization [2].

II. LITERATURE REVIEW

The world of insurance is a noble industry as it enables one to help others. There is healthy and steady growth in the industry over the past two decades that almost doubled the Malaysia GDP growth rate. This also proves an increased confidence towards industry that urge persistence of organizational encouragement to its own workers. The challenges lie in creating a conducive working environment and motivating the workers that despite being a renowned insurance entity, the organization offers caring services (comprehensive health care coverage, including maternity benefits, life insurance, staff care services and also recreational programmed). It becomes even more important for companies in Malaysia to look at creative measures to retain talent by offering competitive remuneration and formal learning programs as well as encouraging a family-friendly work environment that offers additional benefits like child care facilities and flexible working hours [3].

TABLE I. WORLDWIDE QUALITY OF LIFE INDEX

Country	Score	Rank	Country	Score	Rank
Ireland	8.333	1	Costa Rica	6.624	35
Switzerland	8.068	2	Malaysia	6.308	36
Norway	8.051	3	Hungary	6.534	37
Luxembourg	8.015	4	Israel	6.488	38
Sweden	7.937	5	Brazil	6.470	39
Australia	7.925	6	Thailand	6.436	40

Sources: The Economic Intelligent Unit (2005)

Malaysian government responded to the philosophy of quality work life by adopted cultures and life style of other countries such as Japan in the early 1990s to balance between economy and social life [4]. In realizing the aspiration of the country and happier work life, Malaysia carried out studies in 2012 regarding the perception of managers about their workplace and how the changes in the evolving patterns of work and organizational structures affect their working and non-working lives [5]. The researches mainly explore four themes such as perceptions

of organization and workplace; management and leadership styles, working hours and the effects of working hours on managers and strategic performance of organizations. The results showed that about 12% of Malaysian workers change careers every year. One big reason workers redirect their careers is that they find it impossible to maintain a healthy balance between work and life.

One of the components in the Malaysia Quality Life Index is working life conditions, which look at the working environment in Malaysia such as the unemployment rate and trade dispute. Besides, satisfaction of workers needs thorough resources, activities and outcomes stemming from participation in the workplace also being included too. As a consequence to the satisfaction and conducive working environment, quality work life enhances business performance. According to the Table I, Malaysia was ranked at number 36 across 111 countries. The composite quality of life index is a single measure to reflect the multi-dimensional development process at different points of time.

The crux of this situation is talent. It is critical because it is the role of a strong human resource function to manage everyone to high performance [6]. The best way to retain talent or employee is by providing them with job satisfaction and opportunities for advancement in their careers. The saying, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight [7], [8].

On the other hand, job satisfaction represents a combination of positive or negative feelings that workers have towards their work, it is a complex variable and is influenced by situational factors of the job as well as the dispositional characteristics of the individual [9]. According to Kaliski [10], job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. In Randstad Work monitor Report for Q2 2012 [11], three out of five (62%) employees in Malaysia consider a good salary as more important than job satisfaction. It shows that this figure is among the highest from a global survey of 32 countries, with respondents across the region placing less emphasis on remuneration in China (55%), Japan (52%), Singapore (51%), Australia (35%) and New Zealand (32%). On top of that, more than one million Malaysians working abroad thus attracting and retaining talent is a key labour challenge in Malaysia. Therefore, this study was conducted in the insurance industry with aims to highlight how the talent and their job satisfaction could boost up the quality of work life and simultaneously enhances organization's achievement.

III. METHODOLOGY

This paper employed survey method by using self-administered questionnaire; adapted from standard application produced by National Institute of Occupational Safety and Health incorporated with B.G. Glaser [12] and Moorhead and Griffin [13]. The questionnaires were given to 155 employees in an insurance company at end of 2012. A total of 94

completed questionnaires were used in the analysis, which gave a usable rate of 60.7 percent.

IV. RESULTS AND DISCUSSION

The reliability analysis showed strong inter-item consistent reliability of the items for talent (0.957) and job satisfaction (0.953) that been measured.

TABLE II. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Characteristics		Percentage
Rank	Executive	34.0
	Non-executive	66.0
Marital status	Single	44.7
	Married	48.9
	Divorced	6.4
Tenure	0-3 years	23.4
	4-9 years	17.0
	10-19 years	45.7
	20 years and above until 55 years old	13.8

The Table II presented partial findings from the survey concerning the respondents' demographic profile, which involved their ranks in the insurance company, marital status and tenure in the particular sector.

TABLE III. MEAN AND STANDARD DEVIATION FOR TALENT

No.	Item	Mean	S.D.
1.	I am more concerned about developing my own career than assisting in the development of this organization.	2.56	1.39
2.	I always feel comfortable about my talent and satisfied with my job.	3.34	1.19
3.	I am working in the organization that helps me balance the demands of my work and that of my family.	2.94	1.19
4.	I believe my compensation reflects my relative value in the organization.	3.11	1.34
5.	I believe "talent pools" within organization provide a reliable source of talent.	3.10	1.56
6.	I believe "talent pools" make it easier to develop desirable skills.	4.22	0.86
7.	I have no problem working extra hours.	3.80	1.18
8.	I work smart.	2.95	1.30
9.	I have a lot of ideas to do my job	2.93	1.24
10.	I always create new innovations to ease my work.	2.75	1.27
11.	I have no problem sharing development costs with my organization.	2.83	1.31
12.	I have no idea of my comparative worth within the labour market.	3.17	1.27
13.	I always feel comfortable about my talent.	3.12	1.20
14.	I am given fair compensation for the work I do.	2.74	1.30
15.	If I had the choice, I would take this job again.	3.49	1.11
16.	I will leave the organization once I achieve the highest position.	3.69	1.09

Table III summarized the sources of talent and their mean scores. Findings showed that respondents are particularly dissatisfied with most of their talent. However,

they indicated moderate satisfaction towards talents pools, career development, flexible work hours, relationship with co-workers and superiors as well as opportunity to work independently. Those relatively high scores came from respondents who are satisfied within organization which provide a reliable source of talent in their career (3.10 mean, SD = 1.56). Workers are satisfied and happy with their jobs are more dedicated to doing a good job and taking care of customers that sustain the operation [8].

TABLE IV. MEAN AND STANDARD DEVIATION FOR JOB SATISFACTION

No.	Items	Mean	S.D.
1.	I am satisfied with my job overall.	3.68	1.226
2.	I know where to go and who to contact to help me get the job done.	3.12	1.279
3.	My companies encourage teamwork and professionalism.	3.27	1.234
4.	I know and understand the policies and processes in order to do my job well.	3.54	1.089
5.	I have the experience and knowledge to perform my role efficiently.	2.06	1.085
6.	My companies encourage meeting the challenges of the task and finding a better prospect.	2.88	1.364
7.	My management is supportive, responsive, and concerned about the personal concerns and needs of those who work under them.	1.97	1.635
8.	My management is encouraging and motivating.	3.37	1.027
9.	I trust that all the outstanding issues will be resolved overtime.	3.10	1.293
10.	I am committed to doing my part at improving the working relationship in the organization.	2.57	1.309
11.	People are managed, directed, or influenced by their own commitment to achieving the goals of the organization	3.55	1.280
12.	If rules, systems, or procedures get in the way, people tend to ignore or by-pass them to accomplish their tasks or perform their jobs better.	2.97	1.419
13.	The salaries we receive are as good as what other organizations offer their workers.	3.37	1.329
14.	Workers are expected to be good team workers, supportive and cooperative, who get along well with others.	3.09	1.379
15.	Tracking and feedback are carried out as agreed during the planning phase.	2.79	1.423
16.	The only feedback that I receive is when I deliver poor performance.	2.96	1.253

Table IV summarized the findings that showed the respondents were particularly dissatisfied with most of the job. However, they indicated moderate satisfaction towards health care benefits, working environment, flexible work hours, relationship with co-workers and superiors as well as opportunity to work independently. Those relatively high scores came from respondents who are satisfied with their job in the company and felt high workload in their career (3.68 mean, SD = 1.226). According to McCormick (2000) who studied the relationship between job satisfaction and organization support, the organizational commitment, and commitment to career development was a concepts of "career flexibility" among the members of the profession.

TABLE V. CROSS TABULATION FOR TALENT AND DEMOGRAPHIC PROFILE

		Disagree (0-2.99)	Not sure (3-3.99)	Agree (4-4.99)
Rank	Executive	14.84	5.81	6.45
	Non-executive	16.77	25.16	12.9
Status	Single	14.84	16.77	10.32
	Married	18.71	16.77	10.32
	Divorce	4.52	1.94	2.58
Tenure	0-3 years	2.58	8.39	17.42
	4-9 years	5.16	7.74	1.29
	10-19 years	23.87	17.42	5.16
	20 years and above	7.1	3.87	0

From Table V, it summarized the influence the of workers perception of talent toward marital status. From results, it shows that the source of married person are disagreed on talent which is 18.71 of the total population, it is the most significant that social factor of value family and it is considered to be almost important in talent. It appears those married groups want to achieve a new kind of work life balance. Most of them want to live a harmonious, balance life in which work family life and leisure support for each other and also contribute to happiness and wellbeing. This value replaces the traditional work orientation. As for finding from the previous research it shows that talent is related to aggression in both single and married workers.

TABLE VI. CROSS TABULATION FOR JOB SATISFACTION AND DEMOGRAPHIC PROFILE

		Disagree (0-2.99)	Not sure (3-3.99)	Agree (4-4.99)
Rank	Executive	18.71	1.94	6.45
	Non-executive	30.32	10.32	14.19
Status	Single	24.52	27.74	4.52
	Married	7.10	5.81	1.94
	Divorce	10.32	12.26	2.58
Tenure	0-3 years	7.74	2.58	18.06
	4-9 years	5.16	6.45	2.58
	10-19 years	34.84	6.45	5.16
	20 years and above	4.52	0.00	0.00

According to Table VI shows that workers dissatisfaction increased with age where the significant difference young worker (age under 25 years old) and older age workers (45 years old and above). This survey shows that although workers also more likely to have higher level of dissatisfaction with the amount of work they had to do. Job satisfaction is an outcome of the fulfillment of career growth needs of individual that depends upon intrinsic expects of their career including pay, advancement, and developmental opportunities [14].

V. CONCLUSION

Previous studies proposed that management should adjust their current policies and procedures as an effort to keep workers from leaving the organization. The findings from this study concerning talent and job satisfaction that might assist the insurance industry to design strategies and policies that are attractive and beneficial to the workers in

order to retain the best talent in the industry. Perhaps, it could be extended to cover broader aspects of same facets among workforce across industries.

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