

STUDYING THE RELATIONSHIP BETWEEN TALENT MANAGEMENT WITH JOB STRESS IN MUNICIPALITY, KERMAN

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Abstract

This paper aims to study the relationship between talent management with job stress in municipality, Kerman. Current statistical sample includes 146 employees of Kerman municipality. Gathering information was performed by two questionnaires of talent management and job stress approved in recent studies. Reliability of questionnaire is obtained by Cronbach Alpha 0.75 and 0.95 respectively. To describe gathered data Pearson & Spearman tests are used. Resultant information is analyzed by SPSS software. Results of the research show that there is a positive and meaningful relationship between talent management and its components (talents attraction, coordinating, maintaining and developing talent), so it is suggested to reduce stress in employees by developing, educating and coordinating them to organization culture.

Keywords: talent, stress, talent management.

1 Introduction

Talent management insures organization that deserved people with proper skills are located in a good job place to achieve business expected purposes. In fact talent management includes a complete set of processes to determine, use and manage people in order to perform organization needed business strategy successfully [1].

Stress is a phrase for which no exact definition is presented and most time it is regarded as tension. It is important to note one point in definition of stress and tension that is considering reasons creating them. Stress usually occurs to react with an external event, it is often short and temporary, for example stress after missing one of relatives or stress after taking exam and... but anxiety should be defined as a comprehensive and improper state of some factors in which one is involved for a long time for example anxiety resulted from improper lifestyle or anxieties created for a child because of bad educational methods and... [2].

In this chapter subject of research is presented and then problem explanation and its importance are pointed. Objectives, place, time points and subject of research are recognized and finally definitions and variables and kind of them are explained at the end of chapter.

2 Problem explanation

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One of the most important stressful factors in current society is job [3]. Job safety and health international institute defines job stress as physical and mental harmful reaction which occurs when job needs have an inconformity and disharmony with abilities, support resources and needs of employed person [4]. Such stress imposed by people in workplaces results in several reasons and resources such as bad job conditions, high volume of work (high work load), doing job in part time, long work period, role conflict, weak relationship between employees, managers and subordinates, risk of factors, harmful factors and paying low attention to employees can be pointed. Explicit responses and reactions by people show a stress in them. These manifestations may emerge as headache, insomnia, dementia, ill humor, suspiciousness, and stomachache and job dissatisfaction. Other characteristics or factors showing job stress in one person include myalgia and flex of muscles, feeling of chest constriction, blood pressure, sexual problems, dispute and hurt others [3]. Evidences show that involving employees in nervous pressure has a basic role. Job transitions such as organizational changes, wage and rights and job promotion which influence people and make them anxious, worried and disturbed [5]. Stress is so expensive for either influenced people or institutions and producing units and leads to resulted effects such as mental and physical fatigue, irritation and excitation, bad temper, anxiety, blood pressure, lack of self confidence and job dissatisfaction and lack of work motivation and causes to decrease productivity [6]. Several studies have been conducted to examine job stress, factors related to it and factors improving them. In these studies some factors such as one's job, role inflict and role ambiguity, one's organizational role, professional development manner, structure professional relations and organizational atmosphere are considered. In this research author tends to study the relationship between talent management and job stress. So in following talent management is explained briefly.

Today "human capital" is known as an important and competitive capital of organization and managers of human resources can create competitive advantage for future of organization by recognizing the importance of this capital [7]. By educating employees, creating a dynamic organization and providing growth and development opportunities for employees, managers of human resources improve organizational function in group or individually [8]. Mentioned definition points to this subject that "is talent management merely a new phrase to present old matters or a new meaning with useful functions?" [9].

Talent management is defined as a set of human resources tasks such as employment, choice, education and development. In this point of view, they conclude that talent management may be another definition of human resources management. After studying talent management literatures comprehensively and exactly they pointed that talent management is a systematic method to perform tasks of human resources is in more extent view and more exact function [10].

Sander (2003) also emphasized that the main manager of organization talent is also for human resources department; however Miller (2006) believes that human resources strategies should be accordant with organization strategies. As creating coordination between organization strategies and human resources policies causes to increase organization activities[11]. Talent management for employees, managers and organization is useful. Comprehensive and right measures of talent management assure that employees with their special own abilities and talents are appointed to proportional jobs and their functions are compensated fairly and sufficiently. Their development route is clear and they are provided by more and better opportunities. Talent management provides some instruments for management by which they are supported to understand what they should expect their employees and this perception leads to improve relationships between manager and employees. However organization achieves high feedback from investing in talent management; while it finds a clear perspective from its current talent and gains advantages from a motivated and agile workforce

Mental pressures as a struggling subject in developed and Meta industrial world is known as one of pests for human force and today most mental concerns of people, managers and scientists are involved in [12].

By these interpretations this research mainly aims to study the role of talent management in decreasing job stresses. In fact a primary assumption is thought by author that talent management can decrease job stresses effectively if it is performed in organization by more complete conformity between job and businessman. This research is going to test this main hypothesis. So the main question of the research “is there a relationship between employees’ talent management and job stress in Kerman municipality?”

3 Research theoretical framework

Job stress is a variable regarded in this research (measure variable) is a variable for which it is tried to explain and interpret changes by talent management (predictor variable).

Stress is a set of human general reactions to internal and external incompatible and unpredicted factors, however as one’s balance and compatibility are removed because of internal and external factors, stress occurs. In other words stress is considered as a state in which one loses his/her normal control to anxieties or changes because of internal and external factors [13]. Stress is the main reason of turnover, absenteeism and negligence to do task; and decreasing tension and stress can increase job satisfaction and share .

Research stress model includes seven components: haste, competitiveness, guzzling, doing job without planning, physical environment, job conflict and role ambiguity which measures job stress.

Talent management sometimes denotes to a set of activities which employer uses to employ, train, develop and in general managing a group of employees who have lost organization executive and important jobs . In this research three components of talent attraction, coordination, maintenance and development of talent are used to measure talent management.

4 Research hypotheses

4.1 Main hypothesis

1-There is a relationship between talent management and job stress in Kerman municipality.

4.2 Secondary hypotheses

1- There is a relationship between talent attraction and job stress in Kerman municipality.

2- There is a relationship between coordination and maintenance with job stress in Kerman municipality.

3- There is a relationship between talent growth and job stress in Kerman municipality.

5 Methodology

Current research relates to application researches from purpose point of view and to descriptive researches of correlation ones from nature and methodology point of view which gathers needed data by library studies, field researches.

6 Statistical society

Statistical society of the research includes all employees of Kerman municipality containing 235 people.

7 Data gathering instruments

In current research, gathering data was done by questionnaire (Appendix 1). Questionnaires applied in this research include:

Talent management questionnaire: Talent management questionnaire includes 15 questions which measures with three components of talent attraction, coordination, maintenance and development of talent and is designed in five point form (So little, little, average, much and so much). Number 1 denotes to so little, 2 to little, 3 to average, 4 to much and 5 to so much.

Job stress questionnaire: Job stress questionnaire including 25 questions measures seven components of: haste, competitiveness, glazing, doing job without planning, physical environment, job conflict and role ambiguity and is designed in five point form (So little, little, average, much and so much). Number 1 denotes to so little, 2 to little, 3 to average, 4 to much and 5 to so much.

8 Validity and reliability of measurement instruments

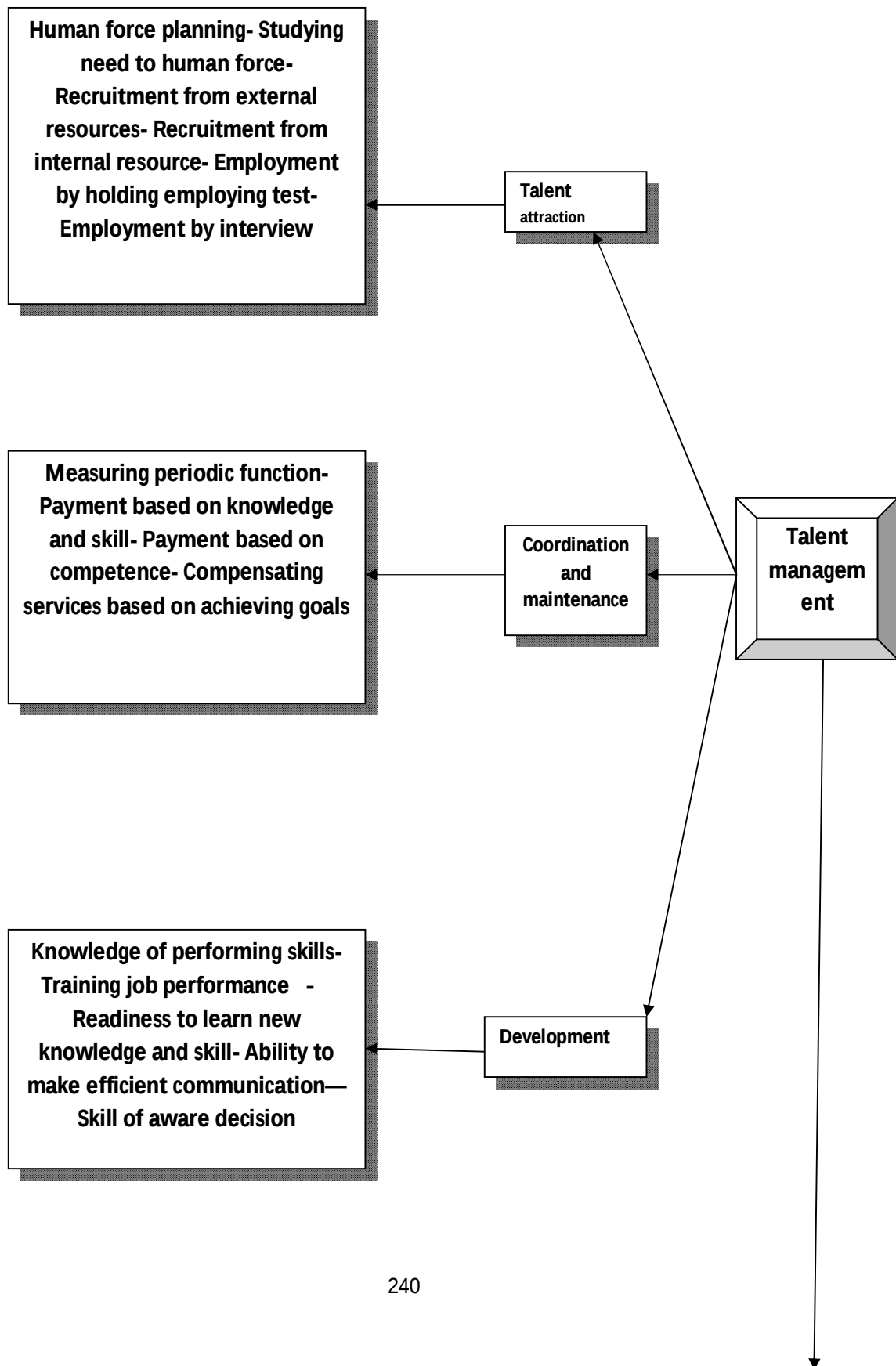
Validity of measurement instruments: In this research two standard questionnaires are used. Validity of stress management questionnaire is approved by (2013) with hundredth coefficient. To measure job stress a standard questionnaire is used which is designed by (2013) and is approved by content validity with hundredth coefficient.

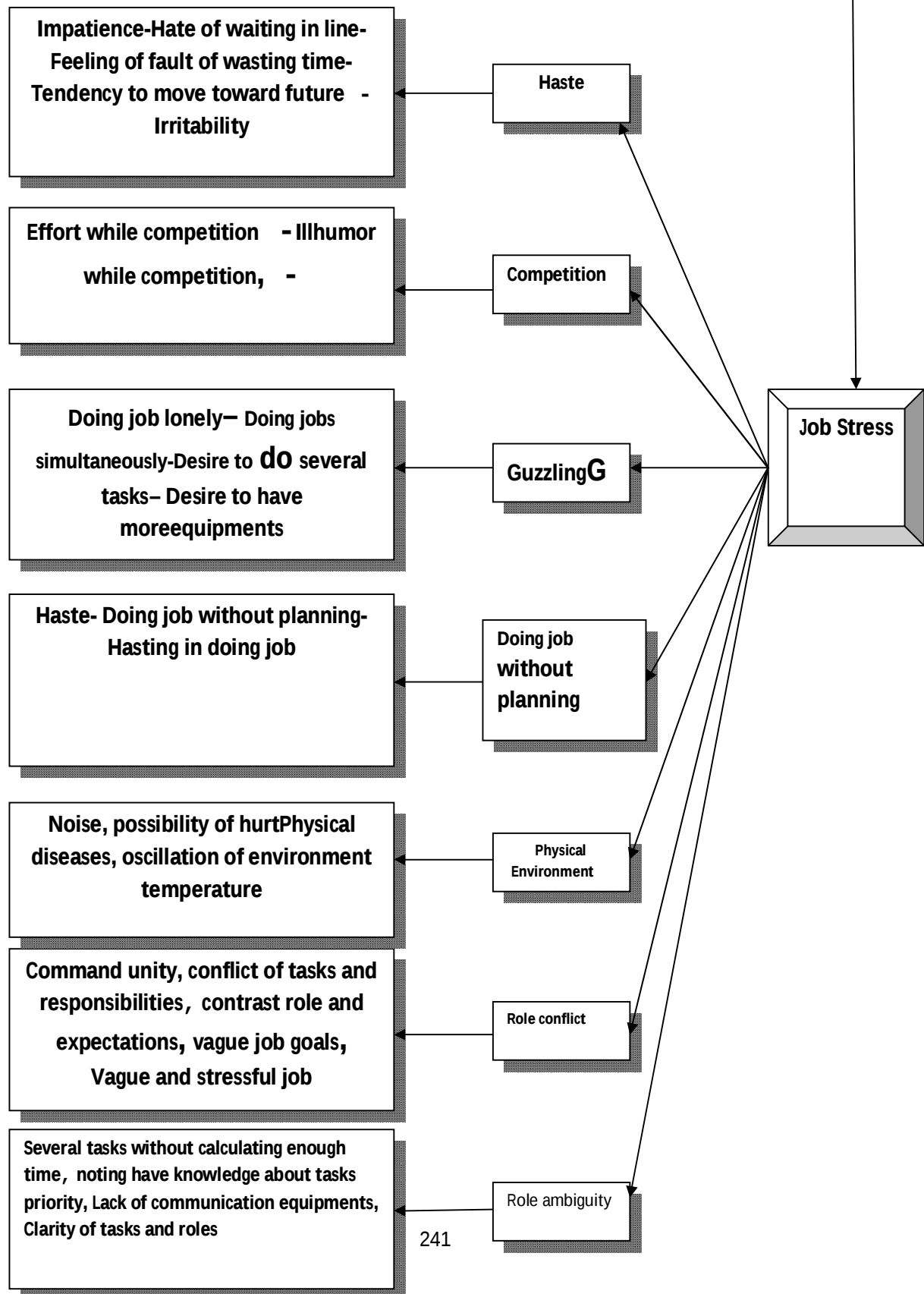
Reliability of measurement instruments: In this research Cronbache Alpha is used to study test internal equality. And reliability coefficient is calculated 0.75 for questionnaire of talent management and 0.95 for questionnaire of job stress.

9 Data analysis

To describe gathered data in this research abundance tables and descriptive column charts are used to study the position of research quantitative variables. Then to study research hypotheses Spearman & Pearson tests associated with diffusion charts to determine relationship between two variables, determination coefficient and regression analysis are used.

Analytical model of index variable





Methodology

10 Data analysis (Studying research hypotheses)

10.1 Main hypothesis

1-Correlation between employees' talent management and job stress in Kerman municipality:

a) Chi-square test- two independencies

H0: Talent management is independent to job stress in Kerman municipality.

H1: Talent management isn't independent to job stress in Kerman municipality.

According to data analysis because Chi-square and its significance obtained equal to 0.00, so H0 hypothesis in significance level 0.005 is rejected (p-value is less than significance level 0.005), that is it can't be said that talent management and job stress are independent in Kerman municipality.

2-There is a relationship between talent management and job stress in Kerman municipality.

b) Pearson & Spearman correlation test

H0: There is no relationship between employees' talent management and job stress in Kerman municipality.

H1: There is a relationship between employees' talent management and job stress in Kerman municipality.

To study relationship between employees' talent management and job stress in Kerman municipality Pearson & Spearman correlation coefficients were used (Quantitative variables). Based on the results of correlation test, Pearson correlation coefficient is equal to 0.497 and Spearman correlation coefficient equal to 0.423 which show that there is a meaningful relationship between talent management and job stress in Kerman municipality ($p < 0.05$). So H0 is rejected and relationship between two variables is direct. So the main hypothesis of research is approved; that is changing employees' stress rate causes to change talent management rate and tends to positive (positive) side. It means that increasing employees' stress job is associated with increasing talent management rate and vice versa; positivity of Pearson & Spearman test correlation is a reason of increasing this relationship

10.2 Secondary hypothesis

1-There is a relationship between talent attraction and job stress in Kerman municipality.

H0: There is no relationship between talent attraction and job stress in Kerman municipality.

H1: There is a relationship between talent attraction and job stress in Kerman municipality.

To study relationship between employees' talent attraction and job stress in Kerman municipality Pearson & Spearman correlation coefficients were used (Quantitative variables). Based on the results of correlation test, Pearson correlation coefficient is equal to 0.328 and Spearman correlation coefficient equal to 0.308 which show that there is a meaningful relationship between talent attraction and job stress in Kerman municipality ($p < 0.05$). So H0 is rejected and relationship between two variables is direct. So, first secondary hypothesis of research is approved; that is changing employees' stress rate causes to change talent attraction rate and tends to positive (positive) side. It means that increasing employees' stress job is associated with increasing talent attraction rate and vice versa; positivity of Pearson & Spearman test correlation is a reason of increasing this relationship.

2-There is a relationship between coordination and maintenance with job stress in Kerman municipality.

H0: There is no relationship between coordination and maintenance with job stress in Kerman municipality.

H1: There is a relationship between coordination and maintenance with job stress in Kerman municipality.

To study relationship between employees' coordination and maintenance and job stress in Kerman municipality Pearson & Spearman correlation coefficients were used (Quantitative variables).

Based on the results of correlation test, Pearson correlation coefficient is equal to 0.384 and Spearman correlation coefficient equal to 0.261 which show that there is a meaningful relationship between coordination and maintenance with job stress in Kerman municipality ($p < 0.05$). So H0 is rejected and relationship between two variables is direct. So, second secondary hypothesis of research is approved; that is changing employees' stress rate causes to change coordination and maintenance and tends to positive (positive) side. It means that increasing employees' stress job is associated with increasing coordination and maintenance rate and vice versa; positivity of Pearson & Spearman test correlation is a reason of increasing this relationship.

3-There is a relationship between talent developments with job stress in Kerman municipality.

H0: There is no relationship between talent developments with job stress in Kerman municipality.

H1: There is a relationship between talent developments with job stress in Kerman municipality.

To study relationship between employees' talent development and job stress in Kerman municipality Pearson & Spearman correlation coefficients were used (Quantitative variables)

Based on the results of correlation test, Pearson correlation coefficient is equal to 0.393 and Spearman correlation coefficient equal to 0.355 which show that there is a meaningful relationship between talent development and job stress in Kerman municipality ($p < 0.05$). So H0 is rejected and relationship between two variables is direct. So, third secondary hypothesis of research is approved; that is changing employees' stress rate causes to change talent development and tends to positive (positive) side. It means that increasing employees' stress job is associated with increasing talent development rate and vice versa; positivity of Pearson & Spearman test correlation is a reason of increasing this relationship.

11 Discussion

People, who are subject to job dissatisfaction, are involved in high stress in work life. Previous studies show that stress is almost available in all jobs. But rate of it is different in several jobs based on nature of stress and people personal characteristics. Job transitions such as organizational changes, transformations, promotions, changing wages and salary, job punishment and also social transitions are some problems which influence people and fall them in anxiety, confusion and depression [14]. Developing stress in workplace leads authors to analyze this subject in organization and its effect on employees' function. Some authorities of organizational behavior called stress as "century prevalent disease" and believe that it will grow because of increasing complexity of organizations, instruments and methods while lack of correct planning [15]. Stress relates to increasing negative consequences such as job dissatisfaction, disease, absenteeism, more transaction circulation and lower productivity [16]. Negative effects of professional stress include: weak performance or decreasing productivity, decreasing level of services to customer, health problems, absenteeism, transactions circulation, industrial events, consuming alcohol and narcotic substances and intentional

destructive behaviors. In a study by Winslo (1998) explained that people who have severe stress, their health costs are 2.5 times more expensive than who don't have this problem. By these increasing evidences it isn't surprisingly interesting that civil law complaint and demand for workers' compensations because of work disabilities related to stress are increasing [17]. In viewpoint of Marisa (2008), some people use the word of stress for a bad boss or unpleasant position where they exposed to. Sometimes they aren't sure about their workplace for conditions which organization creates [18]. Wang (2006) explains that stress has negative effect on organizational results such as aggression in workplace, absenteeism, job fatigue and increasing events and accidents in workplace and even it may lead to emerge behavioral problems such as increasing alcohol consumption, smoking [19]. Talent management for employees, managers and organization is useful. Comprehensive and right measures of talent management assure that employees with their special own abilities and talents are appointed to proportional jobs and their functions are compensated fairly and sufficiently. Their development route is clear and they are provided by more and better opportunities. Talent management provides some instruments for management by which they are supported to understand what they should expect their employees and this perception leads to improve relationships between manager and employees. However organization achieves high feedback from investing in talent management; while it finds a clear perspective from its current talent and gains advantages from a motivated and agile workforce.

Evidences show that kind of employees' jobs plays an important role to make them involved in nervous pressure. Jobs which are influenced by time pressures [20].

- 1- There is a meaningful relationship between employees' talent management and job stress in Kerman municipality.

This definition shows that management should study three aspects; first using process of new employees' development and education by interview, employment and having knowledge about organization, as new people are associated by organization culture. Second, is about development and maintenance of employees available in organization and third attracting high skilled people to work in organization. If managers in organization can consider and perform these aspects correctly, they can step forward in the field of decreasing job stress. This finding is accordant with previous researches. Stress confronted by employees in workplace has several reasons such as job bad conditions, high work volume (high work load), doing job in part time, long work period, role conflict, weak relationship between employees, managers and subordinates, risk of factors, harmful factors and paying low attention to employees can be pointed. Explicit responses and reactions by people show a stress in them [3].

- 2- There is a meaningful relationship between employees' talent attraction and job stress in Kerman municipality.

According to this definition, in this aspect of talent management managers should consider all subjects related to people's knowledge about high level skills set for jobs needed in organization and appoint people proportional to places. As this occurs, employees won't involve distress and mental pressures resulted from lack of knowledge about job importance and finally their stress will decrease [21].

- 3- There is a meaningful relationship between coordination and maintenance with job stress in Kerman municipality.

In this aspect of talent management managers are asked to manage functions of workforce to insure organization about the way in which human force has the most productivity. In these conditions employer is aware about employees' tasks and activities and lead them in a right way, also employees are aware about their tasks and organizational purposes and coordination and accordance of their activities with them which finally conditions of employees' satisfaction and feeling of usefulness are

achieved and more important that it decreases job stress from confusion and doing job again.

French et al, (1998) in a research as “differences of salary and wage compensation and job stress” concluded that in a group study there is no difference of salary and wage between employees experiencing mental stress and employees without mental stress [22].

4- There is a meaningful relationship between employees’ talent development and job stress in Kerman municipality.

From this definition it is resulted that managers should provide a field of tangible and clear job development needed for employees. In this regard organization need to invest on employees more in order to produce opportunities of learning and development for employees; however in this way it can update their skills to meet organization future expectancies and needs which leads to develop and promote employees and their skills after doing suitable measures; as a result employees’ stress will decrease. In this regard previous researches support this relation. Lentz believes that job tasks and activities are ordinary and repetitive for employees and usually there is no opportunity to learn and grow in job [23]. These conditions can cause to create stress in people especially in their jobs.

Studies show that there is a mutual relationship between immobility of job content and non-development in job and stress [24].

12 Suggestions

- 1-There is a meaningful relationship between employees’ talent management and job stress in Kerman municipality. So it is suggested that to decrease employees’ stress by developing and educating them and coordinating with organization’s culture.
- 2- There is a meaningful relationship between employees’ talent attraction and job stress in Kerman municipality. So it is suggested to study all subject related to people’s knowledge with high level skills set, for needed jobs in organization in order to decrease stress imposed by attracted talents.
- 3- There is a meaningful relationship between employees’ coordination and maintenance with job stress in Kerman municipality. So it is suggested that managers decrease employees’ job stress in the field of maintaining and coordinating them to with their purposes by training and explaining employees’ job stress.
- 4- There is a meaningful relationship between employees’ talent development and job stress in Kerman municipality. As a result it is suggested that organization decreases stress by establishing a field of tangible and clear job development and investing more on employees in order to produce opportunities of learning and developing their needs and promote their skills in order to answer organization future expectancies and needs.

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