

Talent Management in Life Insurance Industry, Rediscovering L. von Mises Theory

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The idea of development accompanied the human kind since ancient times. Greek philosophers were seeking for the laws and movements which determined the nature, but they did not support the clear solutions and answers, neither did most of their present successors. According to the opinion of authors of this paper, the world economy can be driven in two possible ways, which basic assumptions are: total order and complete chaos. All interstages are temporary. The only solution to put today's world economy in order is to follow Austrian School's principles, particularly in the context of globalization processes, which enables world to achieve new opportunities, but simultaneously put organizations at global threats. Life insurance companies are interested in using the first and avoiding the latter. Moreover, the world wide economical crises and conflicts, which presence is along with inflation, essential for monetary system, validating both British and American schools of economics are disputable. Their failure is presently widely observed. In this paper, there is an attempt to indicate the paradigm of effectiveness in life insurance sector as a derivative of talent management processes and Austrian School of Economics principles.

Keywords: effectiveness, management, talent, libertarian foundations

There are a lot of literature examples both governmental and organizational driven ineffective activities, which caused resource losses (Mises, 2014). According to the life insurance organizations, the most critical determinant is the labor effectiveness, understood in its broadest sense, as its ability to render services or produce things, which minister to welfare. It is the result of many factors. In a largo sense, the phrase "labor effectiveness" implies any and every influence that constitutes a larger and better supply of goods or services. Partly, it depends on the physical and mental human powers (the intellectual capital), the other determinants are outside of the employee, which stimulate and strengthen him, or give him more favorable work related conditions. These are respectively the subjective and objective aspect of effectiveness. Many of the objective ones determine results only if they affect the employee, through benefiting his health and strength, stimulating his ambitions, promoting education and invention, etc. It is this class of forces, acting in and through men. Leaving aside one of the largest aspects—the material equipment with which the community as a whole is provided, in the relation to the perceived population. According as this equipment is more or less abundant, as labor is employed in a fertile or a barren field, with a sharp tool or a dull one, with a highly developed machine

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or a poor one.

In the presented paper, the authors limit their attention to the effectiveness factors midway between the qualities and abilities of men in life insurance industry. Among a population of a given grade of intelligence and economic environment, which causes will operate to make insurance agents vary in their efficiency?

Human Proposal Activity

Human action, according to the libertarians' acknowledgements, this is a purposeful behavior. To distinguish feature of action is when the observer imputes a goal to the actor. Action varies from purely reflexive behavior. One may flinch after a loud noise. This is not necessarily action in the Misesian sense. On the contrary, praxeology is the science of action as such. This is why praxeology as a field contains all results that can be deduced from the fact that people have aims, goals, and adopt means of trying to achieve them. The specific content of these ends, and whether the means chosen are suitable, lies outside the interests of praxeology (Mises, 1990).

Every action is a choice, where the actor selects one alternative, which he prefers to another. In order for action to occur, one must have been in a state of dissatisfaction (If there were perfectly content, he would not act). Along with the uneasiness, the actor has to have an ability to imagine a more satisfactory state. Finally, the actor must believe that purposeful behavior has the power to remove or reduce the uneasiness. The lack of the latter factor concludes that the unhappy person would not act, since he would be unable to conceive of any matter to improve mentioned situation (Mises, 1990). It seems to be authorized to claim, which is acceptable to view action, as man's striving for "happiness". Yet, such a claim is liable to misinterpretation. In praxeology, happiness (or utility, or satisfaction) is a purely formal term, defined entirely by the subjective goals of the individual actor. This is the cause that certain schools of thought reject praxeology as "rationalistic". Instead, these critics claim that people are being based on instincts, just like other animals. There are two paradigms with this view (Mises, 1998a):

(1) Even if the critics were correct, and humans really act on the basis of "instincts", nonetheless praxeology would still be valid. Acting on instinct is still action, and praxeology studies action as such, regardless of its underlying causes;

(2) Unlike lower animals, humans clearly can suppress their biological urges. A martyr can choose to go to the stake rather than renounce his beliefs (thus violating the instinct of survival), and cash-strapped couples can use their reason to avoid the instinct to reproduce.

However, science will never be able to explain everything. Science proceeds by pushing back the limits of ignorance, but at any point a scientific discipline must start with assumptions or "givens", and then proceed (scientifically) from there. In the scientific study of action, the ultimate starting point is action itself. Praxeology simply takes for granted that action exists, what constitutes the fact, all studies of human actions must rely on methodological dualism. The second half of this phrase—"dualism"—simply means that there are apparently two different realms of causality (Mises, 1998a). On the one hand, there is the physical material world, the structure and laws of which the physicists, chemists, and so on can describe with greater and greater accuracy; on the other hand, there is always the mental or subjective world, including thoughts, emotions, desires, and so forth. The first word in the phrase "methodological" signifies that Mises is not taking a stand on the ultimate philosophical dispute, but concedes that the materialists might be correct; perhaps every thought

really can be directly attributed to a configuration of atoms. Nonetheless, even if this is true in some cosmic sense, Mises argues that at present, the “mind-body” connection is so poorly understood that praxeologists must adopt dualism if only for pragmatic reasons. It certainly seems as if people have free will and can truly choose among alternatives (Mises, 1998a).

Dual Rationality in a Praxeological Research

It is unreasonable to use the phrase “rational action”, because all action is necessarily rational in that the one uses means to achieve a goal. At the same context, there is no such thing as an irrational action. Hence, praxeology takes preferences as given, it does not analyze their content. Several needs, such as those for food or shelter, are more common than others, but this does not distinguish the firsts more “rational”. It seems to be inappropriate to condemn an action as irrational simply too, because the means chosen were ill suited to achieve the desired goal. So long as one truly believes that the means will achieve the goal, the attempt to implement this causal relation is an action. Praxeology also exhibits subjectivism in that it takes one’s subjective aims as they exist in the minds of each person. By refraining from passing judgment on these aims, praxeology itself is objective. Mises underlines from very beginning (Mises, 1998b) the necessity to differentiate rational action (a term he considers redundant, since action by definition is rational) from reflexive behavior. This is necessary because the most common criticism to the enterprise of praxeology is the claim that people do not always behave “rationally”, and men often behave like other animals. To the extent that economics allegedly explains all human behavior as the product of sober deliberation, these critics are obviously unrealistic. By carefully limiting the scope of praxeology to human actions (rather than the more general class of all human behavior), by definition Mises has defused this particular objection. The similar opinion is shown in original Benthamite form, where the criterion for goodness was that which caused more (net) pleasure than (net) pain. Even here the utilitarians recognized certain pleasures (such as fine art or literature) provided a longer duration of enjoyment than others (such as tobacco or wine). Yet, much of the literature seemed to be a sophisticated version of hedonism. Moreover, economists in the late 19th century tended to think of “utility” as a measurable quantity of psychic satisfaction. As Mises explains, when he says that man acts to increase his happiness, which is a purely formal statement with no physiological assumptions. Both the bank robber and missionary act to increase their utility (Callahan, 2005). What praxeology has to say about the actions of the former are just as valid for those of the latter, because praxeology concerns action as such.

These factors are strongly correlated to competitive advantage and market position achievement (Janowski, 2007). In the context of service organizations, characterized with the high-level contact, including life insurance companies, the activity of sales personnel is crucial because it determines client’s purchasing decisions. This contact, or so-called “moment of truth” by Carlzon (1987), creates the foundations for future relations. During the sale process, clients remember the roles played by service personnel. Norman (2011) describes the importance of sales force in service, uses the terminology taken from bullfight, perceives the client as a bull and the employee as a bullfighter. In the middle of the appointment, the organization has only limited possibilities of influence. Moreover, in the opposition to production, the service does not involve the extensive exploitation neither the capital nor personnel. The most important factor is the level of employee’s personality involvement. Also Zeithaml and Bitner (Turnau, 2005) claim the key role of the personnel in the service act. These sales employees are the top priority for the organizational effectiveness—they are usually called “talents”.

The Notion of Talent—A Semantic History

According to the subject literature, it is authorized to say, which in the respective epochs, the “talent” word had different meanings. Therefore, to increase the research level utility according to the talent area, there is necessary to investigate the roots of this term, with following periods and mutual relations of “talent” and time, to establish, as a result, the connections between a word and a subject.

Used, in the temporary Polish language, a term of talent is rooted in Greek description of the major weight unit (Kopaliński, 1985) and volume and equilibrium—*τάλαντον* (Kopaliński, 1985). This term was generally used by citizens of Greek *pólis*, who played the main role in trade¹. The autonomy and relative independence of cities-countries of Greece in epochs: archaic and classic, caused differentiation of this weight unit (Stabryła, 1988) (see Table 1).

Table 1

The Weight of Selected Greek Talent

Talent's type	Talent's weight	Name of the equivalent unit	Equivalent unit's weight
Attic talent	26.2 kg	Mine	~ 624 g
Eginec talent	37.1 kg	Mine	~ 436 g

Note. Source: the authors own study.

In the period 5-4 age B.C., the most popular talent was an attic one (Herodian) (Juszkiewicz, 1975) and Aeagean one (Winniczuk, 1976). Each of them was divided into 60 mines and 100 drachms.

The talent—as a weight unit existed beyond ancient countries-cities from Peloponnesian Peninsula and Lydia. This unit was also used by Semitic nations and their neighbors.

Becoming widespread of money using, as an equivalent for other goods, which satisfies human needs (Arystoteles, 1982), was the reason of significant area development and the term of *τάλαντον*. At a time of decline of the Ancient Greek state rise—a talent, which is also a notion, used in eubec and eginec monetary system, as a payment unit of the highest nominal value (Walek-Czarnecki & Witkowski, 1934) (see Table 2).

Table 2

The Schedule of Ancient Monetary Units

Unit's name	Source of unit knowledge	Equivalent
Denarius	“(…) He has settled with employees a denarius per day and sent them to vineyard (…)” St. Mattheus	Worker's daily payment
Silver shekel	“(…) Than David has bought trashing floor and two oxen for fifty silver shekels (…)”	Four denariuses
Golden shekel	“(…) Than David has paid six hundred silver shekels to Ornan for a field (…)” Cornelius	15 silver shekels
Golden mine	“(…) The mine should be establish with twenty shekels, twenty five shekels and fifteen shekels (…)” Ezekiel	60 golden shekels
Golden talent	“(…) He imposed a tribune for a country of one hundred talents of silver and one talent of gold”	60 golden mines

Note. Source: the authors own study.

Simultaneously with Greek colonialism development, a talent as a weight unit of ore, appeared in

¹ Some sources identify that a talent as a weight pecuniary unit, was already known in Assyria and Babylonia (Babylonian talent was 3,600 shekels) and Palestine (3,000 ones) (Kopaliński, 1985).

Koryntians' colonies on Sicily. Therefore, the Latin term of *talentum*², as well as Greek *τάλαντον*, describes the particular weight and volume and value of an ore (Kopaliński, 1997). In ancient *Orbis Romanum*, unlike Hellada, a talent was shared not for 60 but 120 smaller units called *litra* and 1,440 ounces (Kumaniecki, 1984).

Alongside with the fall of antiquity and beginnings of Middle Ages, the notion category of a talent, although rarely used as a rate of coin, equals 240 denariuses (Jaczynowska, 1986), began to identify with approach showed in St. Matthew gospel³. Usually, it was understood in contravention of author's words and expressions (Kopaliński, 1997). It began to comprehend a talent, as a trait description—the synonym of abilities⁴. Many years of tradition and related formative mechanisms conduced the situation, which this “modification” of prime meaning of talent—equilibrium statement or the highest value unit of weight and ore, was assumed as a basic notion of talent. Further increasing of changes and understanding the talent as a synonym of a gift, genius, the divine spark, the stamp of genius, nerve, ability, and bent (Bańko, 2005), was established by Viennese surgeon T. Billroth first, and later, by experimental psychologists, including H. Holmholz, W. Wundt, and C. Stumpf, during research of ability levels, especially music ones. The primary term modification reached relative apogee during activities aimed to “citizen” category field changes (Koselleck, 2001) and legal idea realization of the highest level of the art abilities⁵, and also publicize the modern meaning of talent among the literature creators and human sciences, including pedagogy⁶, didactics, and psychology. Especially the latter disciplines, in their acquisition, a lot of places dedicated to define the model of talent, for example pedagogic one⁷ and aspects of talent inheritance, as a set of prominent, rare personality traits (Brückner, 1927) and ability classification (Sherman & Farina, 1974; Hanke, 1971) and its changes during educational process (see Table 3).

The results of psychologists and pedagogues researches, enriched with literature creators ideas, can produce the state of apparent complete talent notion understanding. Moreover, it comes to conclusion of exceptionality and lack of the social acceptance of a talented person and the need for its private life peace creation.

In a modern science, there is a different understanding of a talent. It is used both in the technics sciences and other empirical science disciplines⁸, including management ones⁹.

² From a root “tollo”, “tolero”-stand (Brückner, 1939).

³ A tale about multiply of trusted money is possible to find in St. Lukas Gospel (Łk. 19, 13-15). Yet, the author uses other unit—mine.

⁴ (...) This is similar situation as with the one man, who, before beginning a journey, asked his servants and gave his property to them. One of them was given five talents, the second one—two, the third got one talent (according to their abilities) and gone. (...) You should have been given my money to bankers. When I came back, I would get my money back with interest. (...) Mt, 25, 14-15, Mt, 45, 27.

⁵ Art. 62 § 2 of Polish Constitution: “The right to use the cultural achievements are supported with: development and facility to working people of city and country—libraries, books, news paper, radio, cinema, theatres, museums, exhibitions, universal advancement and stimulation of cultural activity and creative talent development” Konstytucja Polskiej Rzeczypospolitej Ludowej z dnia 22 lipca 1952r, Dz. U. Nr 33, pos. 232.

⁶ W. Okoń understands as a talent: (1) superior abilities to some creation fields: scientific, literary, fine arts, music one, and others; and (2) uncommon motor ability, for example: to sport fields, acrobatic tricks, dance, typewriting, and others (Ries, 1971).

⁷ Among others, S. Baley claims that a pedagogical talent is “a rare suitability, existing in large dose characterized people who have pedagogical attitude” (Okoń, 2004).

⁸ According to modern technics requirements, the notion of talent was adopted to describe one from electric or combustion track age system. The Canadian company Bombardier has been producing since 1994, the track age called “Talent”. This name comes from German firm Talbot Leichter Nahverkehrs Triebwagen.

⁹ Some of them are not a definition in the logical sense but a verbal description.

Table 3

The Schedule of Particular Talent Concepts Presented by Literature Creators

The name of creator	The significance of talent notion approach
Alfonse Allais	The great talent is the very big impatience only
Henri Frederic Amiel	To do easy something, that is difficult for others
Georg Byron	The talent can be forgiven sometimes, the genius never
Antoni Czechow	Self dissatisfaction is the basis of every talent
Marie von Ebner-Eschenbach	It is a pity that the great talent and the decent man are rarely unified
Johann Wolfgang Goethe	The talent is created in private life peace, the character in a public life chaos
Plaut	The great talents are frequently hidden
Juliusz Słowacki	Talents are lighthouses in the hands of madmen, they go straight to river to drown along the light
Władysław Syrokomla	We are not singing talents, we mark family mementos with stones
Henryk Sienkiewicz	(...) He was one thing greedy—playing. He heard this everywhere (...)
Eliza Orzeszkowa	From talent to inspiration
Bolesław Prus	(...) from sunrise to sunset—he was planning the sticks and placed them in crosses (...) Till 10th year of life he spoiled four knives but he had planned strange things: windmills, fences, ladders (...) The people were surprised and said to his mother that Antek would be a great master or a great scamp (...)

Note. Source: the authors own study.

The Temporary Approach to Talent Management

The verbal descriptions used by management sciences representatives, specifying what a talent is, can be categorized into several groups¹⁰, what determines the optimization talent management activities (Baley, 1958), through renewed closing relations between talent management and competency management and knowledge management¹¹. Approximation can be reached with differentiation the common language and grammar—the art created language (Kaczmarek & Sienkiewicz, 2005), respecting reinterpretation rule of empirical set of data and its relation to a new but not an old paradigm. What constitutes the new approach in opposition to hitherto prevailing activities methods (Dante, 2002), because of recollection (recordatio) (Kuhn, 1962) of science knowledge and its distinguishing from common language, as well as review of things related to achieving goals (Descartes, 2002). The majority of the talent terms, used in temporary management sciences underline, that its occurrence is related to ability, knowledge, and positive attitudes saturation, manifesting in developing internal motivation. What in the context to historical talent dimension allows to assume that the talent—this is the highest, balanced value of knowledge, abilities, work and learning attitudes, or the highest level of competency components (see Figure 1).

Yet, the relation between talent and competencies is undisputable, therefore, it is authorized to say that talent management equals the highest, balanced level of sets: attitudes, abilities, and knowledge management. The assumption that talent management is a derivative of activities aimed to talent growth trajectory optimization to achieve organizational goals is well founded (see Figure 2).

To reach the most profitable activity results, likewise competency management, assures, according to an organizational cycle and enterprises approach, the existence of open system for the talents to enter within

¹⁰ The definition group indexing was classified referring to culture definition proposed by L. Kroeber and C. Kluckhohn's (Descartes, 2002).

¹¹ This closing is not the symptom of knowledge bracing but the example of science unification, postulated by J. Szacki.

organization, and next, go over out of it (Balewski & Janowski, 2008). The difficulty of this process is determined with several factors, among others, the necessity of unceasing elimination of conviction about harmfulness valuation and ranking to strengthen these, who achieve, through competency components optimization the maximum level of their specialization. Moreover, the postulated factor is an obligation to talent damage counteraction¹².

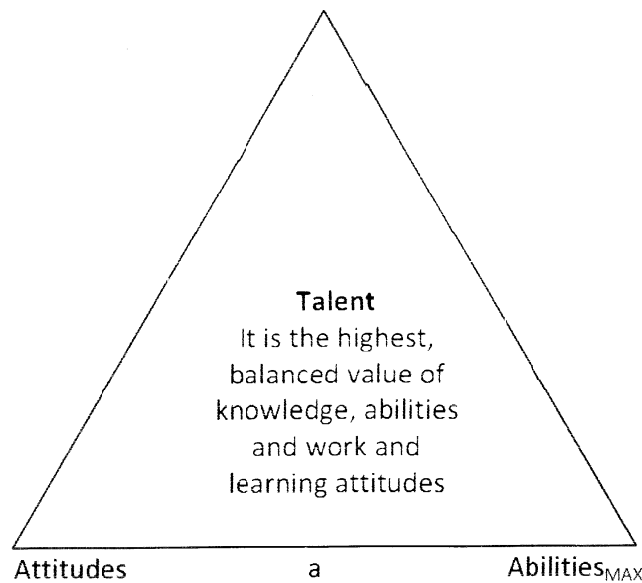


Figure 1. The significance of a talent. Source: Kaczmarska and Sienkiewicz (2005).

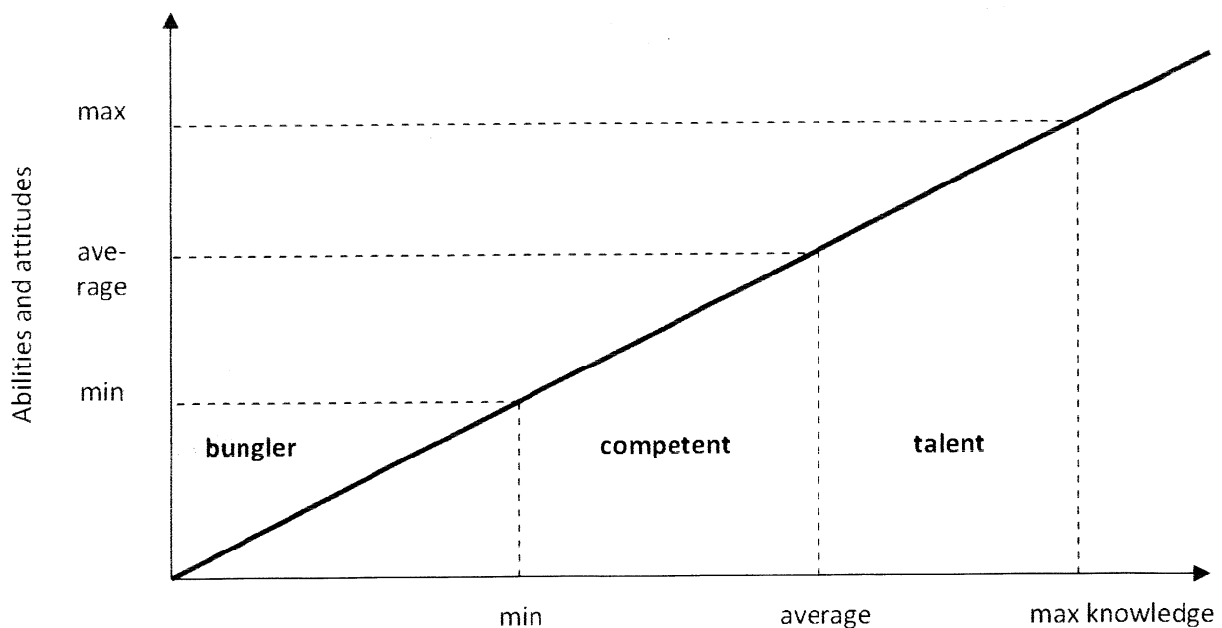


Figure 2. Talent and level of knowledge, abilities, and attitudes relation. Source: Kaczmarska and Sienkiewicz (2005).

¹² It is a derivative of corporate social responsibility assumptions, and also of social school of catholic church. (...) Every human being becomes, according to a society, an inheritor of "talents" which enrich his identity.

The major criticism of mentioned activities quality there is, like in the case of talent term, the renewed reading of existing subject literature, related to respective competency components, including these, which indicate the significance of knowledge and attitudes.

Insurance Agent—The Creator of Effectiveness

Before 1990 in the territory of Poland, there was government established monopoly of PZU¹³. Its market share was close to 90%. The Polish could only choose PZU's products or none. Under those circumstances, it was very difficult to claim free choice or freedom of enterprises and so-called PZU agents were the employees of mentioned insurance company. After 2003, the insurance mediation depends on executing by mediator for reward of actual actions or the legal connected form including actions or the realizing the contracts of insurance. Insurance mediation can be realized by insurance agents exclusively or insurance brokers, understood as economic activity in the articles of law (Polish Insurance Act, 2003). Insurance mediator realizes:

(1) The action on behalf of insurance company, named "agency actions", including: logging the customers, doing the preparatory aiming to the contracts of insurance actions, the contracts of insurance as well as the participation in managing and realizing the contracts of insurance, also in matters about damages, and on organizing, the supervising of the agency actions;

(2) The action on behalf of the customer looking for the insurance protection, called "the broker's actions", including: containing or bringing to inclusion of insurance contracts, doing the preparatory actions to inclusion of insurance contracts, as well as the participation in management, and realizing the contracts of insurance also in matters about damages.

Agency actions can be realized by the physical person who fulfills legally defined requirements (Janowski, 2007). The insurance companies must sell their services with the following channels of distribution: the direct sales (provided by "fulltime workers"), agency sales (sale realized by insurance agents), and brokerage (sales provided by insurance brokers). The direct sale, realized by workers of insurance companies, although gains the considerable quantitative volume, does not reflect the efficiency of sales—the actions of mediation is realized by—except the people working for insurance companies—bank employees, travel agents, and even the postmen. However, that channel of distribution will stay the least expensive source of gaining over sale of insurances (the cost of agency is up to 90% of the first year premium), insurance agents' part of the whole distribution of life insurance products is very high (Janowski, 2012). Economization is important while running an insurance business, particularly when it is life insurance one. According to statutory provisions, insurance companies in order to distribute products are obliged to use the services of insurance brokers. So it is the quality of the agents' work, stemming from their competences, that constitutes the main effectiveness factor for life insurance companies, seen both in economic and social terms. Therefore, the factors determining the effectiveness of actions conducted as part of operational activity of life insurance companies may be a set of elements constituting economy's potential and its organizational efficiency, as well as psychosocial factors.

Research Results

The conducted research was on the territory of Poland and Lithuania in years 2005-2007 and 2011-2012, during the scientific project at the Higher School of Manager Personnel in Konin. The research sample consists

¹³ Polish Insurance Company.

of 476 insurance agents, 232 life insurance sales managers, and 1,214 clients of four biggest (referring to market shares) Polish insurance companies. The aim of mentioned research was to identify the most important factors, which determine purchasing decisions to buy life insurance policy (Delphi method, questionnaires). To increase research reliability, all mentioned above participants were asked the same questions. The involved parties evaluated and ranged the main factors of life insurance sales efficiency. In this way, it was possible to achieve the triangle of answers for the same questions to increase the reliability of answers.

The research results indicate the positive correlation between the service quality for clients and internal processes in life insurance companies. The customers evaluate this mentioned quality throughout the personality and competencies of intermediary, which is convergent with the opinion of Zeithaml and Bitner (1997). Autoresses claim the crucial role of personnel during the sales process because the employees are perceived in mentioned process as these, who are:

- (1) A service;
- (2) A service organization;
- (3) Marketers;
- (4) The firm.

The clients expect that the insurance agent should be their adviser, as for example Financial Planning Adviser in United Kingdom. Hence, according to Polish law regulation¹⁴, the insurance agent is both a proxy of insurance companies and an entrepreneur, which salary is a commission (the higher, the better). Referring to Janowski and Balewski (2013), the insurance agent will choose the financial solution for a client, which will bring him the highest provision, so, taking into consideration the saving aspect, the biggest cost of purchasing.

However, customers of insurance companies perceived the agent's personality traits and competencies as two most important factors determining their purchasing decisions. This factor of sales process confirms Libertarian theory acknowledgements—the organizational effectiveness (life insurance institutions) depends on insurance agent's efficacy (see Table 4).

Table 4

Factors Determining Purchasing Life Insurance Policy Decisions—Client Approach

[1-the worst, 5-the best]	Aviva	Amplico	ING ¹⁵	PZU	Average value	Rank
Level of premium	2.81	2.77	3.06	3.42	3.01	10
Market offer	3.14	2.97	3.52	3.70	3.33	8
The mark of insurance company	3.90	4.29	4.25	3.82	4.06	4
Market share	4.01	4.13	4.33	4.16	4.16	3
The number of additional risks	2.90	3.00	3.00	3.75	3.16	9
Branch in town	2.71	3.29	2.46	3.48	2.98	11
Agent's competencies	4.5	4.52	4.54	4.12	4.42	1
Presentation	3.81	3.65	3.96	3.62	3.76	6
Policy value simulation	3.84	3.52	3.81	3.68	3.71	7
Agent's personality traits	4.32	4.61	4.42	4.16	4.38	2
Agent's general knowledge	4.05	4.06	4.02	3.68	3.95	5

Note. Source: the authors own research.

¹⁴ See the Polish Civil Code, Art. 805-834, Polish Insurance Act, 22. 02. 2003 [Dz. U. 2003 no. 124 pos. 1154].

¹⁵ Internationale Nederlanden Groep.

Further analysis shows that clients of PZU have different opinions from other insurance companies' customers. It is more important to them to know exaequo: insurnace company's market share and personality traits of agent (see Table 5).

Table 5

Factors Determining Life Insurance Policy Purchasing—Clients' Ranks

	Aviva	Amplico	ING	PZU	Average rank
Level of premium	10	11	9	11	10
Market offer	8	10	8	6	8
The mark of insurance company	5	3	4	4	4
Market share	4	4	3	1	3
The number of additional risks	9	9	10	5	9
Branch in town	11	8	11	10	11
Agent's competencies	1	2	1	3	1
Presentation	7	6	6	9	6
Policy value simulation	6	7	7	7	7
Agent's personality traits	2	1	1	1	2
Agent's general knowledge	3	5	5	7	5

Note. Source: the authors own research.

As a result, competencies are being ranked third. Successively, there are other opinion differences in the context of policy additional risks. Comparing with the average rank, PZU customers score 0.4 point more than others, and overall knowledge of insurance agent is also less important for PZU “believers”—their rank is two lower than others. The similar situation is typical between the insurance companies representatives and their clients (see Table 6).

Table 6

The Schedule of Average Scores of Clients and Sales Employees of Insurance Companies

		Aviva	Amplico	ING	PZU
Level of premium	Clients' average score	2.81	2.77	3.06	3.42
	Agents' and managers' average score	3.775	4.17	3.79	3.98
Market offer	Clients' average score	3.14	2.97	3.52	3.70
	Agents' and managers' average score	2.24	2.58	2.34	2.40
The mark of insurance company	Clients' average score	3.90	4.29	4.25	3.82
	Agents' and managers' average score	3.91	4.01	4.07	3.95
Market share	Clients' average score	4.01	4.13	4.33	4.16
	Agents' and managers' average score	2.6	2.56	2.78	2.91
The number of additional risks	Clients' average score	2.90	3.00	3.00	3.75
	Agents' and managers' average score	3.20	2.9	3.38	3.37
Branch in town	Clients' average score	2.71	3.29	2.46	3.48
	Agents' and managers' average score	2.51	2.21	2.79	3.02
Agent's competencies	Clients' average score	4.50	4.52	4.54	4.12
	Agents' and managers' average score	4.57	4.63	4.6	4.54
Presentation	Clients' average score	3.81	3.65	3.96	3.62
	Agents' and managers' average score	2.66	2.38	2.55	2.46

Table 6 continued

		Aviva	Amplico	ING	PZU
Policy value simulation	Clients' average score	3.84	3.52	3.81	3.68
	Agents' and managers' average score	3.34	3.47	3.39	3.26
Agent's personality traits	Clients' average score	4.32	4.61	4.42	4.16
	Agents' and managers' average score	4.33	4.53	4.38	4.35
Agent's general knowledge	Clients' average score	4.05	4.06	4.02	3.68
	Agents' and managers' average score	3.77	3.87	3.82	3.92

Note. Source: the authors own research.

But, on the contrary, there is not an objection to emerge main criteria of purchasing decisions. Despite of PZU customers' opinion bias, the average score is the highest for agent's competencies and personality traits, these factors reached the highest ranks (see Table 7).

It seems authorized to claim to deepen further investigation in this area, however, referring to the research results, it is very important to underline the existence of considerable rank confirmation of agent's overall knowledge and the insurance company's mark as well as its market share. On the contrary, the convergence of client purchasing policy determinants with both agents and managers of life insurance companies was not confirmed, but the strong positive correlation of perceived factors between agents and managers, in the context of life insurance policy sales was proven. Apart from rare examples of different ranking, the final average sequence is unequivocal. Additionally, the research results imply incontrovertible relationship between agent's competencies and personality traits, which both agents and managers perceive as the main factors of success. What is significant, the external evaluation of life insurance purchasing decisions is identical. Yet, there seems to be authorized to claim to construct the recruitment tests that enable to reach the peoples, who have the desirable personality traits and then to train them to get the highest competency level.

Table 7

The Schedule of Ranks—Comparison

	Average rank—agent and manager approach	Average rank—client approach
Level of premium	4	10
Market offer	11	8
The mark of insurance company	3	4
Market share	8	3
The number of additional risks	7	9
Branch in town	9	11
Agent's competencies	1	1
Presentation	10	6
Policy value simulation	6	7
Agent's personality traits	2	2
Agent's general knowledge	5	5

Note. Source: the authors own research.

Future Perspectives for Life Insurance Companies—Conclusions

Temporary, a talent-required marketplace, one of the most important challenges, which organizations are

facing is to efficiently attract, assess, train, and retain talented employees. As mentioned above, talent management is the process, which consists of planning, recruiting, developing, managing, and compensating employees within the organization. According to the researches, this part of intellectual capital management is highly underestimated on the Polish market. The Polish organizations are usually concerned to maintain the status quo and talent management requires some effort to converge, providing end-to-end talent management solutions that enable organizations to better recruit, get more out of the employee appraisal process, manage learning to develop employees' strategically-critical competencies, and compensate employees fairly. On the other hand—talent management solutions relieve the stress of writing employee performance reviews by automating the task and using your exact workflow. The enterprises can establish and communicate major corporate goals, evaluate employee performance improvement, and ensure that all levels of the organization are aligned—all working toward the same goals.

Therefore, it seems authorized, based on Janowski's (Janowski & Balewski, 2011) opinion, to underline, that organizations, which implement talent management procedures will get their goals more effectively than the other ones (see Table 8).

Referring to L. von Mises Theory, economic power, in the market economy, is in the hands of consumers (Rothbard, 2009). Losing market share from 90% in 1990 to 4.7% in 2012 by PZU, it is the most reliable confirmation of Libertarian theory validity. Additionally, the poor investments of PZU in years 1980-1995 caused huge loss of customers' money (negative rate of return), and lack of trust to whole insurance market in Poland. The employees of PZU convinced people that governmental protection of PZU was the guarantee of future profits. The low level of competencies of national insurer representatives was one of main reasons of market share lost.

Table 8

The Effectiveness Ratios Characteristics Schedule—Comparison

Ratio	Insurance company			
	Aviva	Amplico	ING	PZU
Market share (%)	15.43	8.67	7.78	4.7
Annual premium per agent (Polish zloty)	1,012,683.58	787,366.27	408,486.89	66,932.27
Average premium value per insurance policy (Polish zloty)	5,621.80	4,374.26	3,404.06	929.62
The number of active agents	1,498	1,201	2,011	8,785
Total gross premium (million Polish zloty. Polish zloty)	15.17	0.95	0.82	0.59

Note. Source: the authors own research.

On the contrary, Aviva agents, who can be perceived, according to the research results, as the most talented ones, reach the highest effectiveness standards of the four biggest insurance companies in Poland. It proves the thesis that there is a strong positive correlation between talent management and economic results for life insurance companies.

Moreover, in acquiring savings deposits, insurance policies, bonds and also common stock, wage earners and salaried people are themselves earning interest and dividends. The common man is directly interested in the flowering of business not only as a consumer and an employee, but also as an investor. As a consequence, in the context of conducted researches, all the government established organizations (including insurance ones), in the long run will bring the inefficiency and failure.

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