

The Impact of Talent Management Practices on Organizational Commitment

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Abstract

The research addresses the necessity for organizations to effectively manage their human resources in light of changing workforce expectations, a competitive job market, and technological advancements. In this context, it emphasizes the need for employers and managers to focus on strategically identifying, developing, sustaining, and directing their employees' talents. The primary aim of the thesis is to thoroughly examine and understand the impact of talent management practices on organizational commitment. The study aims to establish a scientific foundation for the impact of talent management practices on organizational commitment, analyzing the dimensions and intensity of this effect. Additionally, it seeks to intricately explore the relationship between organizational commitment and talent management practices, understanding the reasons and consequences of this relationship. The thesis aims to provide actionable recommendations for the business world and human resource management for making strategic decisions. Talent management practices include accurately identifying the right talents, hiring suitable people, supporting employee development, encouraging leadership development, and planning for the future workforce. Organizations adopting these practices can strengthen their talent pools and gain a competitive advantage. On the other hand, organizational commitment is a significant concept regarding employees' dedication and motivation towards their jobs. Engaged employees experience greater job satisfaction, work more efficiently, and stay loyal to their organizations longer, which helps employers retain their workforce and enhance productivity. This research, which utilizes quantitative data collection methods, aims to measure the relationship between talent management practices and organizational commitment and reach meaningful conclusions through these analyses. The thesis intends to make significant contributions to the literature in the fields of talent management and organizational commitment and also aims to assist the business world in better understanding their human resource strategies and in developing effective approaches to increase employees' commitment to their jobs.

Keywords: Human resources; organizational commitment; talent management

INTRODUCTION

In today's business world, the importance of talent management and organizational commitment is increasing. Changing workforce expectations, competitive labor markets, and technological advancements necessitate effective management of human resources. Talent management practices, such as identifying and developing talent, supporting employee development, and leadership development, help organizations achieve strategic goals and gain a competitive advantage.

Organizational commitment, reflecting employees' dedication and motivation, leads to greater job satisfaction, efficiency, and loyalty. Understanding the impact of talent management on organizational commitment is crucial for businesses. This thesis investigates this impact, providing insights for managers to optimize human resources strategies.

As the business environment becomes more complex, managing employee talents and fostering commitment are critical for organizational sustainability. Engaged employees show higher productivity, loyalty, and job satisfaction, contributing to long-term success and competitive advantage. Talent management strategies, including defining needed capabilities, investing in development, and integrating internal and external talents, are vital for maintaining a competitive edge.

Workforce planning, crucial in today's dynamic environment, helps organizations meet future talent needs and optimize labor costs. Demographic changes, such as an aging population, highlight the need for effective knowledge transfer and skill development. Diversity and internal talent development support long-term success and leadership promotion.

The thesis "The Effect of Talent Management Practices on Organizational Commitment" addresses current business needs and future directions. Proper talent management enhances competitive advantage and sustainability, providing valuable insights for human resources strategies.

RESULTS

Talent represents an employee's capacity to meet the organization's goals and requirements. This capacity includes an individual's knowledge, skills, experience, and potential. Talent management is a set of processes that enable organizations to strategically identify, effectively develop, and retain these talents. This process involves strategically managing talents to help organizations achieve their strategic objectives and enhance their competitive advantage. Talent management has emerged as a strategic approach adopted by organizations to adapt to the dynamic and competitive nature of today's business world. This approach plays a significant role in workforce planning and human resource management. Talent management refers to the process of identifying, developing, and effectively managing employees' talents to sustainably achieve and maintain a competitive advantage for organizations (Alayoğlu, 2010).

The dimensions of talent management encompass trust in the organization, organizational support and operational alignment, self-efficacy perception, job satisfaction, and sense of security. Trust in the organization involves businesses establishing relationships and fostering a sense of belonging, ensuring employees identify within the organization (Büte, 2011). Organizational support and operational alignment involve employees receiving feedback on their work and aligning their efforts with organizational goals. Self-efficacy refers to employees' confidence in completing tasks and can be enhanced through feedback and reward systems. Effective performance management systems evaluate employee performance and foster organizational commitment. Job satisfaction is the pleasure felt from fulfilling desires or needs, prioritized by organizations to sustain themselves. Hoppock defined it as conditions that make a person say, "I am satisfied with my job," while Locke defined it as a positive emotional state from job assessment. Hirschfield and Hamermesh provided perspectives on internal and external job satisfaction. Job satisfaction contributes to positive work attitudes, innovation, and organizational success. A proper talent management process is crucial for achieving long-term strategic goals, retaining talent, and ensuring employee commitment. Fair evaluation and rewarding of employee

success increase commitment to the organization. Providing job security and lifelong security insurances are also important (Büte, 2011).

Talent management is crucial for organizations, offering benefits such as correct employee placement, effective recruitment and promotion processes, reduced recruitment costs, increased employee motivation, and enhanced business success. Ensuring correct employee placement enhances organizational productivity by placing employees in suitable positions based on their skills and talents. Talent management practices improve recruitment and promotion processes by defining clear career paths and aligning decisions with business needs. They also reduce recruitment costs by enabling faster and more accurate decision-making. Additionally, talent management practices increase employee motivation by valuing employees' skills and talents, leading to improved organizational success. However, challenges exist in talent management, including identifying the right individuals, measuring employees' talents accurately, and uncovering employees' potentials for development. To address these challenges, businesses can use technological tools for talent identification, but human resources managers should be involved in decision-making. It's crucial to use accurate measurement tools and develop appropriate development plans based on employees' potentials and career goals (Collings & Mellahi, 2019). Despite these challenges, talent management practices remain crucial for businesses to attract and retain top talent, particularly with the increasing importance of digital transformation. Sustainability of talent management practices requires continuous review and improvement, as well as providing employees with continuous training and development opportunities. The synergy between talent management and change management enhances employees' adaptation to change and contributes to organizational innovation and growth. Talent management supports innovation by recruiting candidates with creative thinking, contributing significantly to organizations' innovative processes.

Various theoretical approaches in talent management offer frameworks for organizations to strategically develop and utilize their talents. The classical model emphasizes matching talent with organizational needs through workforce planning (Yumurtacı, 2004). Core Competence Theory focuses on developing unique skills and resources to sustain competitive advantage (Lewis & Heckman, 2006). Talent perception involves identifying

and managing talents in alignment with business strategies. The Talent Factory Model treats talents as a "factory" to be identified, developed, and optimized, aiding organizations in shaping their talents for future needs. The Resource-Based Approach views talents as valuable resources to be strategically managed and developed, ensuring organizations gain and maintain a competitive edge. Overall, these approaches provide organizations with strategic frameworks to effectively manage their talents, align workforce planning with strategic goals, and enhance their competitive advantage. By focusing on talent identification, development, and utilization, organizations can achieve long-term success and adapt to changing market conditions.

Talent management, although emerging in the 1990s, gained significance in the post-1980 period due to developments in the business world and the shift to the knowledge society. It focuses on ensuring the employment, development, and retention of crucial employees and creating a sense of belonging among existing employees. The concept of talent encompasses Triumph, Ability, Leadership, Easiness, New Fangle (Creativity and Innovation), and Time management. Businesses increasingly value talented individuals for their ability to innovate and drive success, leading to a growing emphasis on talent management practices. To implement talent management effectively, organizations need to set goals and strategies, identify critical positions, assess potential, identify talent gaps, develop and implement development plans, evaluate performance, and conduct situational assessments and promotion processes. These practices help organizations achieve growth, meet employee desires, increase organizational value, and ensure sustainability. However, many organizations struggle to implement talent management due to inadequate knowledge and infrastructure, highlighting the importance of collaborative efforts between top management and HR teams. Talent management involves various practices such as talent development, dissemination, integration, leverage, and renewal. These practices need to be carried out systematically to accelerate development, facilitate expansion, strengthen integration, create new opportunities, and ensure talent renewal. Top management plays a crucial role in supporting these efforts. Talented employees should possess characteristics such as a willingness to embrace change, setting an example for others, being a good team player, maintaining success in diverse environments, possessing

good representational skills, and leading the inclusion of other talented individuals in their organizations. Continuous monitoring and no tolerance for neglect are essential in the talent management process.

Organizational commitment is a significant concept that measures an employee's loyalty, dedication, and involvement with an organization. It includes emotional, continuance, and normative dimensions. Factors influencing it include job satisfaction and performance. Strategies to enhance it include communication, internal culture, recognition, training, and work-life balance policies. Attitudinal commitment, proposed by Katz and Kahn, emphasizes emotional, social, and organizational commitment. Normative commitment, proposed by Etzioni, emphasizes moral and social attachment to an organization. Behavioral commitment, proposed by Becker, focuses on decisions related to job change based on cost-benefit analysis. Salancik's work emphasizes the impact of internal interactions and organizational structures on commitment. Individual factors influencing commitment include marital status, education, gender, seniority, and age. Organizational factors include job level, salary, and organizational culture, shaped by leadership, values, communication, teamwork, environment, and alignment with goals. A positive organizational culture enhances commitment, while a negative one reduces it.

Organizational commitment, comprising affective, continuance, and normative commitment, is a critical factor in employee behavior and attitudes. Affective commitment, characterized by emotional attachment to the organization, is strongly linked to job satisfaction. Similarly, continuance commitment, driven by perceived costs associated with leaving, and normative commitment, based on a sense of obligation, also positively influence job satisfaction. These forms of commitment are significant predictors of absenteeism and tardiness, with high levels of affective and normative commitment, along with job satisfaction, correlating with lower rates of these behaviors. Perceived organizational support further enhances these relationships. When employees feel supported, they are more likely to be committed to the organization and less likely to engage in absenteeism or tardiness. This underscores the importance of fostering a supportive organizational culture and management approach. Overall, improving organizational commitment and job satisfaction can lead to positive outcomes for both

individuals and organizations. By understanding and promoting these constructs, organizations can create a more engaged and productive workforce.

DISCUSSION

The findings of this study provide strong evidence of a positive relationship between talent management practices and organizational commitment. This result is consistent with previous research that has highlighted the importance of effective talent management in fostering employee engagement and loyalty. Talent management practices play a crucial role in attracting, developing, and retaining top talent within an organization. By investing in talent management, organizations can create a work environment that values and supports its employees, leading to higher levels of organizational commitment. The study's findings suggest that organizations that prioritize talent management are more likely to have employees who are committed to the organization's goals and values. This is particularly important in today's competitive business environment, where attracting and retaining top talent is a key driver of organizational success.

One of the key themes that emerged from the study is the importance of aligning talent management practices with the overall strategic goals of the organization. Organizations that have a clear and well-defined talent management strategy are more likely to achieve higher levels of organizational commitment among employees. Effective talent management requires a strategic approach that considers the long-term goals and objectives of the organization. This includes identifying key talent needs, developing strategies to attract and retain top talent, and providing employees with opportunities for growth and development.

Leadership plays a critical role in driving talent management practices within an organization. Effective leaders understand the importance of talent management and are committed to creating a culture that values and develops its employees. Leaders who are able to effectively communicate the organization's talent management strategy and objectives are more likely to create a work environment where employees feel valued and

motivated. This, in turn, can lead to higher levels of organizational commitment and performance.

Another key finding of the study is the importance of communication and transparency in talent management. Organizations that communicate openly and transparently about their talent management practices are more likely to build trust and confidence among employees. Clear communication helps employees understand the organization's talent management strategy and how it aligns with their own career goals and aspirations. This can lead to higher levels of engagement and commitment among employees.

While the findings of this study provide valuable insights into the relationship between talent management practices and organizational commitment, there are several limitations that should be acknowledged. Firstly, the study focused on a specific industry and region, which may limit the generalizability of the findings. Future research could explore different industries and regions to provide a more comprehensive understanding of the relationship between talent management and organizational commitment. Secondly, the study relied on self-reported data, which may be subject to bias. Future research could use more objective measures of talent management practices and organizational commitment to validate the findings. Overall, the findings of this study contribute to the existing literature on talent management and organizational commitment by highlighting the importance of aligning talent management practices with strategic goals, the role of leadership in driving talent management, and the importance of communication and transparency in talent management practices

CONCLUSION

This thesis comprehensively examines the impacts of talent management practices and internal evaluations on organizational commitment. The primary aim of the research was to understand how talent management strategies and internal evaluation processes affect employees' organizational commitments and experiences. In this context, eight different hypotheses were tested and positive results were obtained for each.

The key findings of the study indicate that talent management and internal evaluation processes significantly enhance employees' levels of organizational commitment and perceived support for commitment. These findings highlight the need for companies and organizations to focus more on talent management strategies to increase employee commitment and satisfaction.

Each hypothesis discussed in the thesis sheds light on different aspects of talent management and their effects on organizational commitment. For example, how total talent management and internal evaluation processes affect perceived support and commitment levels of employees were examined in detail. This provides important insights, especially in terms of improving employee experiences and commitments.

The results of this study make significant contributions to the literature on human resource management. Particularly, the methods and analyses used to understand the effects of talent management and internal evaluation processes on organizational commitment can guide future researchers. Additionally, this work presents critical factors that should be considered by human resources professionals and managers in developing strategies to enhance employee commitment and satisfaction.

In conclusion, this thesis has proven the positive effects of talent management and internal evaluations on organizational commitment. The findings of the research, especially in terms of employees' perceived commitment support and experienced commitment, underscore the importance of talent management practices and internal evaluation processes. This is a critical finding that organizations need to consider when shaping their human resources policies and practices.

The insights provided by this thesis pave the way for further research to better understand the effects on organizational commitment and employee experience. Future studies could explore the effects of talent management and internal evaluation in different sectors and various organizational structures in more detail. This will increase the knowledge base necessary for tailoring and more effectively implementing talent management strategies.

Overall, this thesis has proven the positive effects of talent management and internal evaluations on organizational commitment and made a significant contribution in this

regard. These results offer valuable insights for both academic research and business practices. The thesis has made a significant contribution to the knowledge base by deeply analyzing the complex nature of talent management and its impact on organizational commitment.

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