Explaining the mediating role of talent management in the relationship between organizational culture and attitudes to organizational change

Fakhrossadat Nasiri Valik Boney and Zahra Sarchehani

Fakhrossadat Nasiri Valik Boney
Associate Professor of Faculty of Lite Ph.D. in Educational Administration, Lecturer in Farhangian University, Shahid Rajaee Campus, Shiraz, Fars, Iran.rature and humanities, Bu-Ali Sina University, Hamedan, Iran.

Zahra Sarchehani
Ph.D. in Educational Administration, Lecturer in Farhangian University, Shahid Rajaee Campus, Shiraz, Fars, Iran.
Corresponding Author:
z_sarchahani@yahoo.com

Abstract

The purpose of this study was to explain the mediating role of talent management in the relationship between organizational culture and attitudes to organizational change. This study was of an applied-correlative type. The statistical community included all the employees of Shiraz University of Medical Sciences in ۲۰۱۷. Using a Stratified random sampling method and according to Cochran, ۳۰۰ subjects were chosen as the statistical samples. To collect the research data, ۳ standard questionnaires incorporating organizational culture, organizational change attitude, and talent management were applied. The validities and reliabilities of the questionnaires were confirmed using content validity and Cronbach's alpha (۰/۸۷, ۰/۸۳, and ۰/۸۹), respectively. The data were analyzed using structural equation modeling. The results of structural equation modeling indicated that talent management can have a mediating role between organizational culture and organizational change attitude. Also, the correlation coefficient between organizational culture with talent management, talent management with organizational change attitude and organizational culture with organizational change attitude was significant.

Keywords: Organizational Culture, Organizational Change Attitude, Talent Management.

Introduction

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Also according to Needle, organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, David,٢٠٠٤). It must be noted that organizational culture is described by Robbins & Coulter as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. Because organizational culture reflects the values, beliefs and behavioral norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behavior of the staff (Scott &Estabrooks, ٢٠٠٦).The attitudes to organizational change is one of them.

Organizational change is an essential concept to understand in our complex world. In contrast, critical change management literature questions whether change and stability are two mutually exclusive and objective states. The interpretation might depend on the perspective and position of the person defining it. Stability might be "unnoticed change" (Jos, Piterse, Marjolein and Thijs,٢٠١٢). Organizational change provokes reaction. Because change is a key determinant for organizational survival and employees are key in determining the success or failure of such a change process (Yousef, ٢٠٠٠), it is important to understand what determines an individual's attitude towards change. Change is the movement away from a present state toward a future state. Change is the movement away from a present state toward a future state or generally a response to some significant threat or opportunity arising outside of the organization (Gilgeous,١٩٩٧). Many organizations found change to be a real challenge. The change process in each organization is unique in each situation, due to the differences in the nature of the organization, the nature of the business, the work culture and values, management and leadership style, and also the behavior and attitude of the employees (Mdzabid, Murali and Azmawani,٢٠٠٤). According to Linstone and Mitroff, there were three factors to be considered in implementing change processes, that is the technological, organizational and personal perspectives. Although people are the most important factor in making change, however, they are also the most difficult element to

deal with (Linstone and Mitroff,١٩٩٤). Attitudes have been postulated to motivate behavior and to exert selective effects at various stages of information processing (Eagly, Chaiken, ١٩٩٣:١). In the context of organizational change, attitudes towards change – the benefits of the change and the competence of managers implementing these changes – become overwhelmingly important. Organizational change has the potential to trigger positive and negative emotions and moods in the employee that depend on a range of factors. These include the perceived valence of the outcomes, the change processes that are used, the speed, timing and frequency of change, the nature of leadership and the employee's personality and emotional intelligence (Kiefer, ٢٠٠٥; Jordan, ٢٠٠٥, Wanberg and Banas, ٢٠٠٠; Smollan, ٢٠٠٦). Organizational culture influences employees' attitudes within the process of organizational change by providing a reservoir of organizational meanings against which the results, experience and performance data are interpreted and inquiries about changes in procedures and program technologies can proceed (Amiresmaili& et.al,٢٠١٥).

On the other hand, within the existing competitive situation in an environment whose most important feature is constant changes and continuous innovations, only organizations that understand the strategic role of their human resources and own skilled, knowledge-based, competent, talented, and elite human resources will be able to attain excellence (Armestrang,٢٠٠٨). Since McKinsey introduced the term "war for talent" in ١٩٩٨, many large organizations introduced talent management programs as a solution for today's labor market challenges(Michaels et al., ٢٠٠١; Axelrod et al., ٢٠٠٢). Talent management is not only carried out on national level, but increasingly on a global level. Especially internationally operating firms are trying to attract and retain talent across the globe. With the aim to find that scarce talent that will benefit the competitive advantage of the firm (Farndale, Pai, Scullion & Sparrow, ٢٠١٠; Scullion, Collings &Caligiuri, ٢٠١٠). Glossary for instance (in Lockwood, ٢٠٠٦) defines Talent Management as: the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs' (p.٨١). Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously (Haji Nabi, Reisi&Ojagh, ٢٠١٤).

Several research results indicate a connection between employee attitudes and organizational culture. According to research evidence, and also Many researchers have emphasized on the factors of organizational culture as one of the key influential factors on the understanding and successful implementation of changes (Dawson, ٢٠٠٣). In his assessment of the relationship between talent management and organizational change attitudes in the universities, Keup (٢٠٠١) came to the conclusion that organizational culture can be effective on change programs via ٣ approaches: preparation for an organizational change and accountability for it, reduction of resistance to changes, and improvement of the change process outcomes. Hughes States that there is a significant relationship between talent management and change attitude (Hughes, Rog, ٢٠٠٨). Also the results of factor analysis showed that from the responder's point of view, dimension of consistency culture and indexes of capability development and strategic direction put the most effect on the organizational culture. Finally, it was specified that there is not any meaningful relation between ruling organizational culture and demographical features like gender, years of service and college of under service. Also research results of MdZabid and et.al showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change (MdZabid and et.al, ٢٠٠٤). The results of other research confirm that both external knowledge and talent management are positively related to firm performance and that the latter has strong mediating effects on the relationship between external knowledge and firm performance (Doren Chadee,٢٠١٢). And findings by Mariëlle, Veravan&Martijnthe showed increased use of TM practices is related to higher psychological-contract fulfillment, this relationship is negatively affected by incongruent talent perceptions. Also results show the importance of clearly defining talent and communicating this clearly to all employees. This is particularly important when the talent strategy is perceived as exclusive rather than inclusive (Mariëlle, Veravan&Martijnthe,٢٠١٤).

The performances of the universities of medical sciences are more complex than any other organizations for dealing with the health and lives of the people of the society and the people creates a double expectation of such institutions. Thus, coordination with great and widespread changes in the field of healthcare and identification of the factors

affecting the success or failure of the implementation of changes can have important influences on the performances of the universities of medical sciences in the country to be adapted to the incoming changes. As stated, the Organizational Culture may have a significant impact on the attitude and behavior of individuals towards change, on the other hand, those who are prone to positive attitudes and more power to accompany the changes. Therefore, in this research talent management as the mediator variable between organizational culture and organizational change attitude have been studied. Therefore, the aim of this study was to investigate the relationship between organizational culture and attitudes toward organizational changes with the mediating role of talent management in Shiraz University of Medical Sciences. Therefore, according to the description, the researchers are looking for to answer this main question that is there a relationship between organizational culture and organizational change attitude with the mediating role of talent management in Shiraz Medical Science University?

Methodology

The aim of this research was to identify the relation between organizational culture and organizational change attitude with a mediating role of talent management. This research was of

a descriptive-correlative type and the research variables included organizational culture as an independent variable, organizational change attitude as a dependent variable, and talent management as a secondary independent (mediating) variable. Statistical population included all employees of the Shiraz medical science university (١,٢٠٠ people) in ٢٠١٤. Size of sample study, has been estimated to be ٣٠٠ samples according to Cochran's formula by using Stratified random sampling. In which N or size of statistical society is specified. For data collection, ٣ standard questionnaires were used: ١) Denison's standard questionnaire of organizational culture: it includes ٦٠ questions and ٤ scales (adaptability, mission, involvement and consistency) and ١٢ subscales. Each question has ٥ points based on Likert scale (Denison, Adkins, ٢٠٠٩). This questionnaire consists of ٦٠ questions which each ١٥ questions are about on dimension of organizational culture and each ٥ of them is about one Index in dimensions of organizational cultures. Questions are based on ٥ degree Likert scale and were organized in a spectrum of fully disagree/ disagree/ abstainer/ agree/ fully agree where the option of fully disagree takes score ١

,option of disagree takes score ٢, option of abstainer takes score٣, option of agree takes score ٤ and option of filly agree takes score٥. ٢) Talent management questionnaire: it includes ٢٨ questions and the ٤components of talent attraction, talent assessment and discovery, talent development and training, and retaining talent. questions are based on ٥ degree scale of likert and in a spectrum of fully disagree/ disagree/ abstainer/ agree/ fully agree were organized which the option of fully disagree takes score ١, option of disagree takes score ٢ , option of abstainer takes score ٣ ,option of agree takes score ٤ and option of filly agree takes score ٥ (Ahmadi et al, ٢٠١٢). Organizational change attitudes questionnaire: The researcher has used on the scale of (Dunham et al., (١٩٨٩) for measuring organizational change. Attitudes towards changes in the model are divided into three dimensions, namely cognitive, affective and behavioral. The cognitive dimension of meaning in terms of changing views on the advantages and disadvantages, benefits, requirements, knowledge needed to manage change. The affective dimension refers to feelings associated with dissatisfaction and concern in making the changes. The dimensional behavior is the

action taken or to be taken in future in the face of change or resist change. This measure consists of ١٨ statements equally divided among secondary measures. A Likert scale was used for judging levels of agreement or disagreement, ranging from (٥) which refers to full agreement and (١) which refers to full disagreement. The informant should select the answer that suits his choice, where (٥) indicates full agreement while (١) indicates full disagreement, with neutral degrees in- between. The validities of the questionnaires were confirmed by using content validity, since authors' primary focus was to evaluate instruments for use in employees' of medical sciences, therefore, to determine the validity of questionnaire we gave them to their managers and staff and then their modification views were applied. To measure the reliability of research tool, first views of ٣٠ people from scientific members of university were gathered and by using the software package of SPSS, and by cronbach's alpha coefficient its rate of acceptable reliability was calculated.

Table ١: Cronbach's alpha observed variables of research

Cronbach's alpha	Variables	
٠.٨٧٥	organizational culture	
٠.٨٤١	Involvement	components
٠.٨٣٤	Mission	
٠.٨٢٩	Adaptability	
٠.٨٥٦	Consistency	
٠.٨٣٥	talent management	
٠.٨١٦	talent attraction	
٠.٨٢١	talent assessment	components
٠.٨١٢	talent development	
٠.٨٢٠	retaining talent	
٠.٨٩	organizational change attitudes	
٠.٨٤	namely cognitive	
٠.٨٦	Affective	components
٠.٨٣	Behavioral	

All the values of Cronbach's alpha coefficient obtained for the components were greater than ٠.٧, and therefore, the reliability of the questionnaire items used to measure the components of research was suitable. In total of the٣٠٠ questionnaires distributed,٢٨٥ questionnaires were completely returned. Before choosing an appropriate statistical test for data analysis, the data normality was corroborated using Kolmogorov-Smirnov test. According to the data normality, Pearson's correlation test and structural equation modeling were utilized.

Findings

Regarding the fact that correlation matrix makes the basis for the analysis of causal models, the correlation matrix of the study variables are presented in Table ٢. Based on Table ٢, the correlation coefficient was positive in all cases and significant at the error level of less than ٠.٠١. Therefore, there were direct and significant paired relationships between all the study variables.

Table ٢: Correlation between the research variables

	Organizational Culture	Change attitude	Talent management
Organizational Culture	١		
Change attitude	.٥٠١**	١	
Talent management	.٤٦١**	.٤٢٣**	١

**. Correlation is significant at the ٠.٠١ level (٢-tailed). *. Correlation is significant at the ٠.٠٥ level (٢-tailed). N: ٢٨٥

The research general assumption was based on the significant relationship between organizational culture and organizational change attitude with the mediating talent management. To investigate this assumption, structural equation modeling was employed. The structural (standard) model resulting from statistical data analysis is displayed in Figure ١. The standardized beta coefficients and error values have been specified for the study variables in this figure, upon which all the relationships between the variables are significant. Thus, the research theoretical model was verified and accepted as the final model.
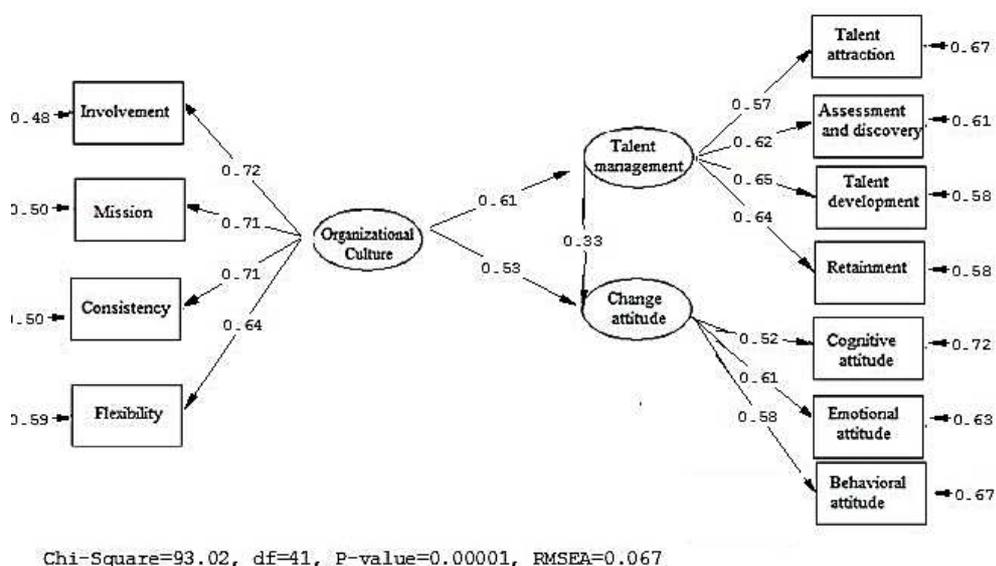

Chi-Square=93.02, df=41, P-value=0.00001, RMSEA=0.067

Fig. ١: Research structural model

Subsequently, to study the model fitness and its generalizability, the goodness-of-fit indices and research significance model (t model) were provided. Assessment of the goodness-of-fit indices showed that the chi-square value (٩٣.٠٢) was significant at the error level of less than ٠.٠١. Thus, based on this index, the model had good fitness. Since the mentioned value in the current study was ٢.٢٦, the research model was of a good fitness based on the index. The results also revealed that the obtained values of Normalized Fitness Index (NFI), Non-Normalized Fitness Index (NNFI), and Goodness-of-Fit Index (GFI) were all more than ٠.٩ and those of Root Mean Square Error of Approximation (RMSEA) Index and Root Mean-Square Residual (RMR) Index were less than ٠.٠١ (٠.٠٦٧ and ٠.٠٠٧, respectively). Therefore, according to these indices, the research model was also proven to be an appropriate model. In general, it could be said

that the final research model was a good model based on all the

indices of fitness.

Table ٣: goodness of fit Indicators of the fitness test on conceptual models

RMR	IFI	NFI	NNFI	CFI	AGFI	GFI	RMSEA	X²/df	X²
٠.٠٠٧	٠.٩٦	٠.٩٤	٠.٩٥	٠.٩٦	٠.٩١	٠.٩٤	٠.٠٦٧	٢.٢٦	٩٣.٠٢

Moreover, according to the research significance model, t values were found to be ٦.٦٧, ٢.٧٢ and ٤.٤١ for the impacts of organizational culture on talent management, talent management on organizational change attitude and organizational culture on change attitude, respectively.

Therefore, since all the mentioned values, as well as the other existing significant values in the model were over ١.٩٦, it can be said with certainty that the final research model is generalizable to the statistical population along with its good fitness.
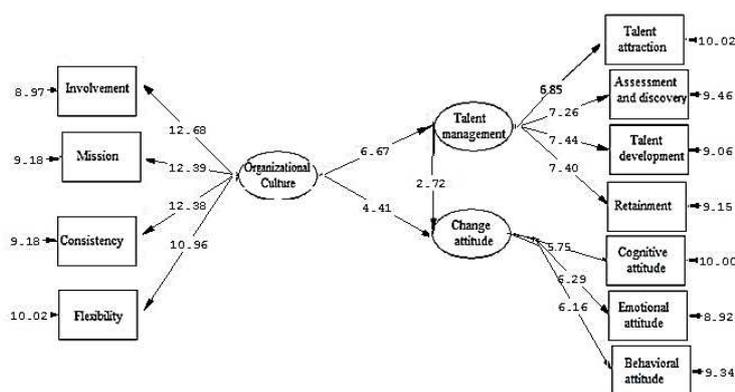
Chi-Square=93.02, df=41, P-value=0.00001, RMSEA=0.067

Fig. ٢: Research Meaningful model

Subsequently, according to the research empirical model, the results of the assessment of minor hypotheses are presented:

The results of the regression effects of the accepted model (Figure ١) represented that with an increased standard deviation of ١ in the variable of organizational culture, an enhancement of ٠.٦١ could be predicted to occur to the standard deviation of talent management. Given the significant

amount of t (٦.٦٧), the answer to the research question of a significant impact of organizational culture on talent management and its components was positive. Also, the results presented in table ٢ demonstrate the significant relationship between organizational culture and talent management together with their components.

The results of the regression effects of the accepted model

(Figure ١) indicated that with an increased standard deviation of ١ in the variable of talent management, an enhancement of ٠.٣٣ could be predicted to occur to the standard deviation of organizational change attitude. Due to the significant amount of t value (٢.٧٢), the answer to the research question of a significant impact of talent management on organizational change attitude and its components was positive.

The results of the regression effects of the accepted model (Figure ١) indicated that with an increased standard deviation of ١ in the variable of organizational culture, an enhancement of ٠.٥٣ could be predicted to occur to the standard deviation of organizational change attitude. Due to the significant amount of t value (٤.٤١), the answer to the research question of a significant impact of organizational culture on organizational change attitude and its components was positive.

Finally, considering the relationship between organizational culture and talent management, the relationship between talent management and organizational change attitude and the relationship between organizational culture and organizational change attitude, the total effect of organizational culture on organizational change attitude is ٠.٧٣

Direct Effect: ٠.٥٣Indirect Effect: ٠.٣٣ * ٠.٦١ = ٠.٢٠ andTotal Effect: ٠.٥٣+ ٠.٢٠= ٠.٧٣

Considering that the total effect of the direct effect is greater between the two variables, the role of the mediator of cultural capital is confirmed.

Discussion & Conclusion

The results of major hypotheses showed that the relationships between the variables were significant with direct effects. Therefore, the data and statistical analysis results confirmed the major hypothesis. One major implication of this finding is that organizational culture has an effect in the organizational change process. This study has provided empirical evidence and suggested that certain types of organizational culture have an effect on attitudes toward potential changes in an organization. As believed by Mahler, organizational culture influences employees' attitudes within the process of organizational change by providing a reservoir of organizational meanings against which the results, experience and performance data are interpreted and inquiries about changes in procedures and program technologies can proceed (Mahler,١٩٩٧). This finding is aligned with results of Shabankareh, Madani, and Shiralizadeh (٢٠١٥),MdZabid, Murali&Azmawani (٢٠٠٤), Wageeh, Nafei (٢٠١٤), Denison & Adkins (٢٠٠٩), Sjoerd van der et al (٢٠١٣) and Ghorbani&Sabbagh (٢٠١١). Of course Sjoerd van der & et al (٢٠١٣) Statements that probably different types of

organizational cultures have significant relationships with people's attitudes towards changes.

In reviewing the results of the first research sub-hypothesis, a significant relationship existed between organizational culture and talent management associated with their components. This finding confirms research conclusions of Rastgoo (٢٠١٦), MobiniDehkordi and kazemi (٢٠١٣),Mariëlle& et.al (٢٠١٤) and Roover (٢٠١٥). Talent management doesn't have a unique definition, but it can be concluded that the organizations using talent management are strategic, and they predict how to attract, choose, transfer, and develop the employees in the organization. Using talent management will ensure the talented employees with special abilities to have the appropriate job. Talent management causes managers' ability in educational organizations. It creates flexibility in organization. Using the strategy of attracting talent individuals in educational organizations, a kind of balance between work and life can be created, and also the development and learning opportunities can be made for individuals and organizations. Talent management is not only carried out on national level, but increasingly on a global level. Especially internationally operating firms are trying to attract and retain talent across the globe. With the aim to find that scarce talent that will benefit the competitive advantage of the firm

(Farndale, Pai, Scullion & Sparrow, ٢٠١٠; Scullion, Collings &Caligiuri, ٢٠١٠). On the other hand, most experts in the field of human resources undoubtedly consider organizational culture as the primary basis of support from various organizational cycles including talent management. The findings also is indicated a significant relationship between talent management and organizational change attitude and its components. This research confirms the results of other studies which show that of talent management has a positive association with other variables Such as Collings and Mellahi, (٢٠٠٩),DorenChadee, (٢٠١٢), Hughes (٢٠٠٨) and Kiup (٢٠١٥). Investing in Talent Management is beneficial, since it leads to more psychological contract fulfillment of talented employees. This is in line with the signaling theory of (Spence, ٢٠٠٢), which suggests that every additional practice that is added provides additional information regarding the obligations of the employee and the organization (Sonnenberg, ٢٠٠٦).Talent management is important for a rapidly growing organization has become. It is quite important to employ talented people and a source of competitive advantage for organizations is considered. Some organization regards some few strategic staff as the talent of the firm while others believe that all their staff is talent of the firm. Thus talent management is an off -short of the

human resources management scheme of the firm. Application of talent management to stimulate changes in the national business is essential.

This study investigated the role of mediator talent management in relationship between organizational culture and organizational change attitude. Due to the organizational culture pivotal role and talent management, directly were effective on organizational change. Despite a strong and coherent culture, people feel a sense of responsibility and commitment to the values and norms besides gaining more knowledge about organizational goals and strategies. On the other hand Individuals are key determinants of the success or failure of an organizational change process (Youssef, ٢٠٠٠). Hence, change agents are more and more required to improve their ability to obtain employees' support for change (Choi, ٢٠١١). And it can be done with talents proper management, and competence established organizational change of attitude.

Research suggestions
-Further research is also recommended to examine the usefulness of talent management programs on other important aspects within the programs themselves.
-In future studies, it is suggested to use other variables as the mediating variable and to review the relationship between the structures in another total model.
-Another idea that might be explored would be to compare and contrast the experiences of different organizations that utilize talent management systems against those that do not.
-Since talent management institutionalization at Shiraz Medical Science University can be one of the effective factors on the success of the planned changes, it is worthy that the respected authorities pay more attention to this issue.
-It is recommended to the mentioned university to strengthen their employees' positive cognitive, emotional, and behavioral attitudes changes towards change phenomenon by applying useful educational and research programs so that they can assist the university to reach its objectives, i.e. the creation of optimal health conditions at the community level, by complying with the planned changes.
-Talent management scheme should be used for all categories of staff within the firm that have special talent.

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