



The role of organizational culture and talent management on employee satisfaction and commitment in Kuwaiti public sector organizations

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Abstract

Objectives: Literature suggests the importance of research on organizational culture and talent management in terms of ensuring the satisfaction and commitment of the talented employees. This paper proposed and tested a conceptual model, that explains relationships among the organization culture, talent management, and resultant satisfaction and commitment of talented employees. **Method:** A survey of 352 public sector employees in Kuwait, was conducted and the data was analyzed through partial least square method. **Results:** The results showed strong relationships among organization culture, talent management, and consequent satisfaction and commitment of the talented employees. The talent management, however, had higher impact on employees' satisfaction compared to its impact on the employees' commitment. **Conclusion:** These finding broaden the theory and policy related to establishing higher performing human capital systems by establishing the right co-existence of culture, talent, and employees' satisfaction and commitment.

Keywords: Organizational culture, employee satisfaction and commitment, talent management, Kuwaiti public sector

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Introduction

Talent management is a new strategic priority for the human resource management [HRM] in general and organizational effectiveness in particular. This is because organizations strive to transform efforts of their human capital to get a competitive advantage (Cappeli, 2008). Talent management is, particularly, getting importance in the fast changing circumstances, where the traditional human resource strategies and tools for gaining competitive advantage became insufficient, in special scenarios such as the current COVID19 (Brown, 2020). Talent management includes both finding as well as retaining the talent.

Finding talent is a quality that could be found in few organizations, particularly those who develop the capacity to make important improvements in the organization performance (Alaghbari, 2016). Therefore, contemporary organizations know that in order to be successful it is important to attract, develop, and keep the right talented employees. The conflict for the lack of talent between organizations is the biggest human resource fear. Organizations which are attracted in reaching its strategic goals must accept irreplaceable methods for attracting, developing, and retention of talented employees (Huselid et al., 2005). Thus, talent is the core capability of the organizations and its management will certainly allow organizations to remain competitive (Mohammed, 2015).

Talent management is, therefore, becoming a critical competitive tool for organizations worldwide (Beechler & Woodward, 2009). In spite of this importance of talent management, there is less known research on the depth of this topic. The discussions are mostly focused on understanding talent management practices (Lewis & Heckman, 2006; Mellahi & Collings, 2010) and how to separate

these from the rest of topics within the human resource management (Thunnissen et al., 2013). Particularly recent studies have suggested the importance of talent management research in Kuwaiti contexts (Al-Majroob et al., 2020; Besiso, 2017).

Even though, there does exist some evidence of a positive relationship between HRM practices and talent management, but the cultural features of firms disprove the positive performances of management process and rather these become even more diplomatically driven in order to escape conflict (Mellahi & Collings, 2010). Therefore, many organizations, mostly in Middle Eastern society, tend to change the talent management, so that it matches that with its own societal values and culture (Keleş & Aycan, 2011) and thus sustain. As a global research agenda also, human resource is prompting a need to understand the talent management theory and practice (Whysall et al., 2019) and its relationship with organization culture. Considering that organization level culture provides more clues of overall employees' behaviour, such as their organization level satisfaction and commitment, compared to considering individual's culture attributes (Wiley et al., 2020), where the abstract conceptualization would be difficult to make.

This study aims to further develop the talent management debate by examining the accuracy of systemic talent attraction and retention model and organization culture, which eventually impacts the employees' commitment and satisfaction. This will further extend the concept, in terms of the construct's generalizability (Suliman & Al-Junaibi, 2010) and its empirical or data theory (Phillips & Pugh, 2010). This study will particularly focus on organization culture and talent management to achieve two objectives. First, to evaluate the relationship between organization culture and practice of the talent

management in Kuwait. Second, to evaluate the significant importance of talent management implementation in form of talent retention and attraction and how they create impacts on employees' satisfaction & commitment in Kuwaiti organizations.

Literature Review

Organizational Culture and Talent Management

The HRM function is going beyond the routine and supports the organization to develop a culture that supports innovation and changes (DuBois & Dubois, 2012). It is because 'the global, knowledge-based economy changes quickly and frequently and success in such environment mandates flexibility and a culture that embraces change' (Mason, 2006, p.161). The technology and global reach require creative ideas to make up value for organizations to motivate the production of quality products or services to the customers of various cultures (Daft, 2013).

Therefore, to apply technology system, talented employees is a must for the development of new goods and services. Investment in talented and innovative workplace is therefore getting more and more importance as markets and organizations are emerging with new powerhouses and identities. Therefore, organizations are losing their control on making up the value in goods and services, as they are more and more determined by the beneficiaries with everchanging culture and identify groups.

Literature does consider the conflicts related to the talent flow among the countries (Carr et al., 2005; Tung, 2008) as a brain-drain. The psychology of this migration requires a consideration in addition to the economic, political, cultural, family, and career that force the talent to flow (e.g., Carr et al., 2005). The government type and

the outcomes of public sector rules on talent flow among countries (Koh, 2003) does impact the talent flow in its subsystems such as organizations.

The growth of such retaining strategies as treating people with respect and morally is likewise observed as main sponsors to successful organization-wise talent management and high performance. Providing ethical work culture is also known to have major impact on high performance systems because ethical cultures make sure equal opportunity and fair treatment for employees. Hazards to such a required work ethics are voice-lessness in form of how and where to spend money, rights of organization vs employees and those of seniors (Gaudine & Beaton, 2002). Well adopted and clearly communicated work ethics, help organizations to keep the workplace community more effective. People care about respect and honesty, which prove to be the foundation of ethical cultures (Lindsay & Petrick, 1996) and commitment of the talented employees that makeup the community. The organizations, therefore, need culture that adapts to both strategic trends as well the communicable culture of the highly talented and committed employees.

As the type of organizational culture plays an important role in determining a successful talent management and resultant high performing organizations. Organization culture can broadly be classified as being flexible, clan, mission, and bureaucratic (Daft, 2013). A flexible culture is featured by its agility towards environmental factors. A mission culture is very aim oriented and it keeps the organization more focus in a funnel approach towards achieving objectives. Bureaucratic or sometimes called hierarchical culture has an internal focus on various levels of the organization to establish control over activities. Clan cultures work as family to promote col-

laboration among employees and promote mutual benefence (Daft, 2013; Tharp, 2009).

Each type of culture has its own efficacy in terms of varying objectives such as achieving control, performance effectiveness, or say well-being of the stakeholders involved. Flexible and clan orientations enable organizations to remain flexible in their routine and thus remain sustainable in changing environments (Ullah & Al-Karaghoul, 2017), because variety in environment can be absorbed by the variety that organization generate in itself (Schwaninger et al., 2009). Organizations change, is popularly claimed as the only constant, therefore flexibility is preferred by the emerging talent and ultimately leads to their commitment and loyalty to organization, because they perceive such cultures to be more beneficial not only to themselves but also to the management of talent (Kontoghiorghes, 2015). It is because, with adaptability, the gap between internal and external environment lowers and that harmony smoothen the talent management.

Talent management usually refers to the managerial activities of attracting, developing, motivating, and retaining talented people (Thunnissen et al., 2013), that eventually enhance organizational performance (Kontoghiorghes, 2015), through a continues transformation of the organization. Talent management is therefore, sometimes, interpreted as HR transformation process that takes into account many organizational factors (Kontoghiorghes, 2015), including human capital. Thunnissen et al., (2013) argued that "talent management literature overemphasizes the importance of human capital or talents and do not take notice of other systems and resources that affect firm performance. The impact of other competitive and institutional mechanisms is underexplored" (p.1756). It is because talent

works in complex multi-level system, that require continues adaptation of subsystems and thus cause the emergence of new systems and its cultures (Ullah & Al-Karaghoul, 2017).

Such new cultures are claimed to be having stronger impacts on talent retention than the combined effect of the labor market and employee characters (Kontoghiorghes, 2015; Sheridan, 1992). Apart from the retention, organizational culture does have an impact on HR formulation in the forms of selecting employees, recruitment, promotion, and reward systems (Sheridan, 1992). Following HR practices, talent management has shown impacting the employee commitment (Marescaux et al., 2013). Therefore, linking talent management to organizational culture is believed to have both, direct and indirect impact on the successful transformation of talent management to organizational performance.

The methods in talent management have an impact on employee commitment and satisfaction. Usually talent management, in the forms of attraction and retention talent, is known to have positive impact on organizations performances. The competitive advantage is now also getting more and more popular in public sector organisation as access to public services, because of the growing public awareness and technological access.

Attraction of talent is an important area of talent management practices includes three major aspects of HR theories, which are attracting individuals with interest in the work, recruiting for a position, and finally attracting talent for developing HR reputation. The organization's HR reputation is an important aspect of creating organizational skills (Hannon & Milkovich, 1996). In addition, some studies have examined how organizations forming necessary HR for reputation is a significant element for attracting talent from different populations (Holland et al., 2007). Attracting individuals with

interest is another possible format that is necessary for employees to build a career path. Many researchers have recognized backgrounds, covariates, and consequences of attractiveness to career such as self-efficacy, material status, and family attachment (Konopaske et al., 2005; Konopaske & Werner, 2005). Organization strategy of recruitment is also very important because organizations that recruit the best individuals and select them for the most suitable positions are more beneficiary than selecting certain individuals that don't fit the requirements for a specific position. Usually, following significant recruitment strategy continues to be committed for being selective in hiring individuals based on talent rather than the personal interest (Seigel, 2008).

Another important activity of talent management is retaining the talent that focuses on two major HRM practices, reducing talent turnover and increasing their commitment (Tarique & Schuler, 2010). Both these factors collectively work towards achieving the retention of organization talent, which is a crucial organizational challenge (Lazarova & Cerdin, 2007; Lazarova & Caligiuri, 2001; Yan et al., 2002) Studies have identified elements that can enable the talent retentions, such as ensuring satisfaction (Sánchez Vidal et al., 2008), awareness about organization justice (Siers, 2007), accessibility of return practices, apparently significant for those successful individuals who consider returning to the organizations (Lazarova & Caligiuri, 2001), and reducing role stress (Nawaz & Sandhu, 2018). Also, an increased level of engagement has shown to encourages the retention of talent and improved organization performance (Jeswani & Sarkar, 2008). These discussions on the organization elements ignore group behaviors such as organization culture, that seems to be playing a crucial role in explaining talent management and its performance.

Hypothesis 1: Organizational culture significantly affects the talent management.

Talent Management and Employee Satisfaction & Commitment

Employee commitment is considered to be existing when an employee is emotionally and intellectually loyal to organization (Mohammed, 2015). The emotional mindset emerges with the employees value as when employee find an agreement between their own values and that of organization, then they feel satisfied and committed (Ahmad, 2018). Committed employees prefer to remain engaged and excited about new opportunities and responsibilities, when talented employees feel important through enablement of being felt acknowledged, valued, respected, motivated, and united to the organization objectives. Such an acknowledgement and inclusion is central to the development of thought related to talent satisfaction and commitment (Gallardo-Gallardo et al., 2020). This statistician and commitment then reflect the high intensive actions of the talent (Dodd & Newans, 2018).

Talent management allows employees at all levels to focus on improving performance and that performances results in employee commitment, customer satisfaction, and minimize turnover. A study by Corporate Leadership Council (2004) found that companies that apply talent management strategies in driving employee commitment and satisfaction results in 23% of increased performance against revenue anticipations. Committed employees stay satisfied and thus continuously contribute to improve organization performance, as both satisfaction and motivation to work are closely related (Truc & Nghi, 2019). This job satisfaction with the co-existence of effective talent management practices can result in lower employee turnover and enhances productivity (Mohammed, 2015). The effective talent management demonstrates the organization commitment to employ-

ees, which improves their satisfaction and performance (Bayram, 2019), particularly when they feel they are justly treated as shown by the evidence from the Kuwaiti public sector (Zamanan et al., 2020).

Organizations now focus more and more on talent management, which eventually ends in more job satisfaction and commitment. Hewitt survey also showed that most of organizations planned to improve employee engagement and development funds through supervision of its talent during the economic strike (Beechler and Woodward, 2009). This continues commitment and engagement encourage back the talent management capability and hence the overall job performance (Mohammed, 2015). Thus, if the talent management is performed it will support the employee engagement (Corporate Leadership Council, 2004) and consequently it is important to investigate the following hypothesis:

Hypothesis 2: Talent management significantly affects employee satisfaction.

Hypothesis 3: Talent management significantly affects employee commitment.

Methodology

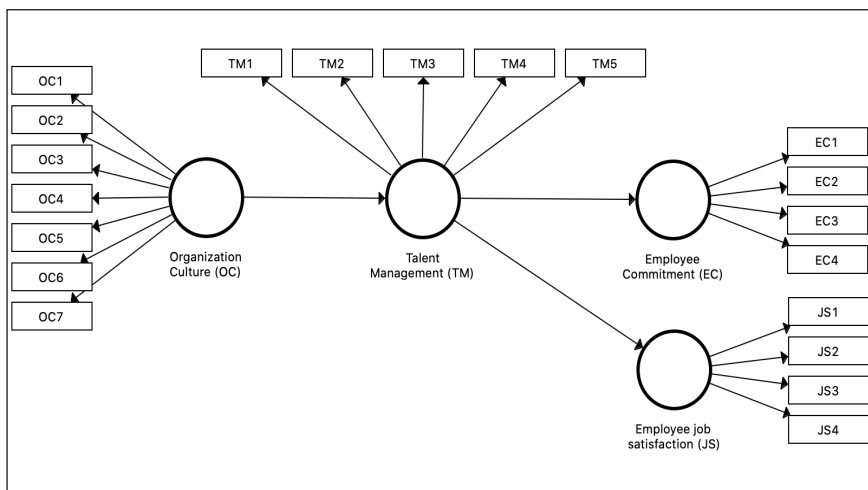
Research Design

This study has adopted a multi-steps research design to test the three hypothesis proposed in the conceptual model presented in Figure 1. The data was collected through a comprehensive online and offline survey among employees of public sector in Kuwait, the online survey was disseminated through the social media channels and the offline was distributed to employees at random sampling, between February and September 2019. A total 662 questionnaires

were distributed, whereas 352 were classified as fully completed and included in the study. Partial least square path modeling (PLS-PM) method was used to analyze the data within Smart PLS 3 software (Ringle et al., 2013). PLS-PM aims to determine whether the latent variables, which are Culture1, Talent1, Commitment1, and Satisfaction1, adequately describe the data. The goal of PLS-PM is to accurately describe the network of variables and their relationships. The network is conceptualized as organization culture affects talent management, which then impacts the satisfaction & commitment of talent. Organization culture is measured through 7 items, talent management is measured through 5 items, employee commitment and employee job satisfaction, each is measured through 4 items (See Figure 1).

Figure 1

Conceptual Model of Network Relationships among Organization Culture, Talent Management, Employee Satisfaction, and Commitment



Thus, a total 20 items were used in the questionnaire. The rule of thumb for deciding the number participants is that there must be at least 10 respondents for each item within a construct (Shams et al., 2020). This study has used 20 items. So, the minimum required participants requirement was 200, whereas the actual response generated for the study 352. This led the study to non-probability convenient sampling of public sector employees in Kuwait. The sample size is also checked against the convention of similar studies and was kept higher (Bayram, 2019). For descriptive statistics frequency and percentages were calculated for categorical variables while mean and standard deviation for numerical variables as five-Likert scale was used. For testing the reliability of the scales, the Cronbach alpha test is run using the criteria by as reported in next section (George & Mallery, 2003). In addition, t-test was applied to compare between employees feeling talent against employees not feeling talent based on organization culture (OC), Talent Management (TM), Employee Commitment (EC), and Employee Job Satisfaction (JS) (see tables 3, 4, 5, and 6). All statistical analysis was considered a p-value of <0.05.

Results and Interpretations

A Cronbach alpha coefficient was calculated for the reliability scale.

Table 1

Cronbach Alpha value for Study Questionnaire Reliability Testing

Scale	No. of Items	α	Lower Bound	Upper Bound
Reliability	20	0.93	0.91	0.95

Note. The lower and upper bounds of Cronbach's α were calculated using a 95.00% confidence interval.

As shown in Table 1, the Cronbach alpha coefficient was evaluated using the guidelines suggested by George and Mallery (2016) where $> .9$ excellent, $> .8$ good, $> .7$ acceptable, $> .6$ questionable, $> .5$ poor, and $\leq .5$ unacceptable. The items for Reliability had a Cronbach's alpha coefficient of 0.93, indicating excellent reliability. Table 1 presents the results of the reliability analysis.

Table 2*Demographics of the Participants (N=352)*

	n(%)
Gender:	
Female	183 (52.0%)
Male	169 (48.0%)
Age:	
less than 25 years	12 (3.41%)
from 25 to 35	165 (46.9%)
from 36 to 45	112 (31.8%)
from 46 and above	63 (17.9%)
Education:	
Bachelor	216 (61.4%)
Diploma	89 (25.3%)
Higher Studies	47 (13.4%)
Experience:	
from 5 year and less	65 (18.5%)
from 6 years to 10	74 (21.0%)
from 11 years to 15	79 (22.4%)
from 16 years and more	134 (38.1%)
Employee talent feeling:	
feeling talent = no	119 (33.8%)
feeling talent = yes	233 (66.2%)

Table 2 shows the demographics of the study. The total number of respondents in the study were 352, in which 52.0% (n=183) were female respondents, whereas the rest of 48.0% (n=169) were male. The table also show the distribution of respondents in terms of their age, education, experience, and whether they have any talent feeling. The construct is established in the literature and no associated benefits and harms were related to the question. So, it is assumed that there will be no bias in it.

Table 3

Comparison Between Employees Feeling Talent Against Employees not Feeling Talent Based on Organization Culture (OC)

	feeling talent = no N=119	feeling talent = yes N=233	p-value
OC1: Communication channels are very open here among management and employees.	3.47 (1.18)	3.42 (1.14)	0.729
OC2: This organization is very supportive of change.	3.56 (1.20)	3.26 (1.17)	0.025
OC3: My management shows appreciations when I express my thoughts and ideas in the organization.	3.50 (1.21)	3.35 (1.11)	0.252
OC4: Management rules and guides has created supportive environment.	3.29 (1.18)	3.06 (1.16)	0.097
OC5: Employees are aware with the organization mission and vision.	3.42 (1.11)	3.40 (1.11)	0.893
OC6: Management deals fairly with employees.	3.17 (1.27)	2.71 (1.23)	0.001
OC7: Employee's values and concerns are effectively handled.	3.09 (1.19)	2.95 (1.16)	0.293
OC	3.36 (0.97)	3.17 (0.91)	0.078

Note. For each item, the mean (standard deviation) was calculated from the respondents, however the p-value represent the significant value from the t-test.

Table 3 compares the employees feeling talent against those employees not feeling talent based on the organization culture. 119 respondents had no feeling talent with a mean score of 3.36 (i.e. this value was calculated using the average function from respondents scale values that related to Organization Culture (OC) variable for the employees with talent feeling group), whereas 233 had talent feeling with a mean score of 3.17.

Table 4

Comparison Between Employees Feeling Talent Against Employees not Feeling Talent Based on Talent Management (TM)

	feeling talent = no N=119	feeling talent = yes N=233	p-value
TM1: My organization focuses on finding the right talent to perform long-term goals of the company.	3.25 (1.19)	2.96 (1.14)	0.027
TM2: My organization recruits the appropriate talent for specific task.	3.13 (1.19)	3.06 (1.15)	0.644
TM3: My organization properly defines the management backup plans.	3.27 (1.12)	3.02 (1.12)	0.047
TM4: My organization has enough competency and expertise in fulfilling the needs of the company work force.	3.58 (1.10)	3.28 (1.15)	0.018
TM5: My organization turnover rate is very low.	2.92 (1.17)	2.93 (1.15)	0.961
TM	3.23 (0.91)	3.05 (0.91)	0.082

Note. For each item, the mean (standard deviation) was calculated from the respondents, however the p-value represent the significant value from the t-test.

Table 4 compares the employees feeling talent against those employees not feeling talent based on the talent management. 119 respondents had no feeling talent with a mean score of 3.23, whereas 233 had talent feeling with a mean score of 3.05.

Table 5

Comparison Between Employees Feeling Talent Against Employees not Feeling Talent Based on Employee Commitment (EC)

	feeling talent = no N=119	feeling talent = yes N=233	p-value
EC1: I would like to have long-term career with this organization.	3.70 (1.19)	3.68 (1.16)	0.910
EC2: I take organization issues as my own concerns.	3.63 (1.01)	3.68 (1.04)	0.658
EC3: I do feel emotionally attached to this organization.	3.61 (1.17)	3.87 (1.06)	0.049
EC4: I would take almost any type of job obligation in order to keep working for this organization.	3.75 (1.16)	3.95 (1.03)	0.112
EC	3.67 (0.95)	3.79 (0.88)	0.248

Note. For each item, the mean (standard deviation) was calculated from the respondents, however the p-value represent the significant value from the t-test.

Table 5 compares the employees feeling talent against those employees not feeling talent based on the employee commitment. 119 respondents had no feeling talent with a mean score of 3.67, whereas 233 had talent feeling with a mean score of 3.79.

Table 6

Comparison Between Employees Feeling Talent Against Employees not Feeling Talent Based on Employee Job Satisfaction (JS)

	feeling talent = no N=119	feeling talent = yes N=233	p-value
JS1: I have sufficient freedom and authority for performing tasks.	3.45 (1.31)	3.55 (1.16)	0.501
JS2: I work in environment, which helps me to do my job effectively.	3.42 (1.28)	3.46 (1.18)	0.756
JS3: I do interesting and challenging work.	3.21 (1.25)	3.62 (1.16)	0.003
JS4: I have maintained healthy balance between my work and personal life.	4.00 (0.99)	4.03 (0.90)	0.813
JS	3.52 (0.98)	3.66 (0.84)	0.178

Note. For each item, the mean (standard deviation) was calculated from the respondents, however the p-value represent the significant value from the t-test.

Table 6 compares the employees feeling talent against those employees not feeling talent based on the employee commitment. 119 respondents had no feeling talent with a mean score of 3.52, whereas 233 had talent feeling with a mean score of 3.66.

Partial Least Squares Path Modeling

A partial least squares path modeling (PLS-PM) analysis was conducted to determine whether the latent variables, Culture1, Talent1, Commitment1, and Satisfaction1, adequately describe the data.

The goal of PLS-PM is to accurately describe the network of variables and their relationships. The PLS-PM model was assessed by evaluating the validity of the measurement model and the structural model. After model validation, the regressions of the PLS-PM were analyzed. The measurement or outer model was assessed by examining the unidimensionality of indicators, the loadings, and communalities for each indicator, and the crossloadings.

Bootstrapping was also implemented to check the significance of each loading in the model. The node diagram for outer model is shown in table 7. Sanchez (2013) defines this as the unidimensionality of indicators. To evaluate the unidimensionality of indicators, Cronbach's alpha (α) and Dillon-Goldstein's rho (ρ) were calculated. Unidimensionality of indicators can be assumed if the values of each Cronbach's alpha and Composite Reliability is high ($\alpha \geq .7$ and $CR \geq .7$). All latent variables exhibited unidimensionality with its reflective indicators, suggesting the relationships between each latent variable and its manifest variables are appropriate for PLS-PM. The Cronbach's alpha and Dillon-Goldstein's rho are presented in table 7.

Factor Loadings and Communalities

The factor loadings and communalities were examined for the reflective indicators to identify any indicators with weak loadings for the latent variables. The variability in each indicator should explain at least 50% of its latent variable construct ($|\text{loading}| \geq .707$; $\text{communality} \geq .50$) (Chin, 2010; Henseler, 2017; Sanchez, 2013). Otherwise, it is identified as a weak loading.

Table 7*Instrument's Reliability Analysis Using Cronbach's Alpha*

Factor	Item	Mean	Standard Deviation	Loading	α (>0.7)	CR	AVE (>0.5)	R-Square
Organization Culture (OC)	OC1	3.44	1.156	0.783	0.849	0.898	0.687	
	OC2	3.362	1.192	0.831				
	OC3	3.403	1.146	0.744				
	OC4	3.14	1.173	0.822				
	OC5	3.409	1.106	0.753				
	OC6	2.863	1.262	0.776				
	OC7	3	1.17	0.873				
Talent Management (TM)	TM1	3.057	1.166	0.886	0.772	0.856	0.607	0.653
	TM2	3.085	1.165	0.903				
	TM3	3.103	1.122	0.862				
	TM4	3.381	1.139	0.784				
	TM5	2.929	1.157	0.524				
Employee Commitment (EC)	EC1	3.688	1.169	0.834	0.905	0.925	0.638	0.185
	EC2	3.661	1.026	0.795				
	EC3	3.781	1.103	0.862				
	EC4	3.881	1.077	0.823				
Employee job Satisfaction (JS)	JS1	3.517	1.208	0.852	0.889	0.899	0.647	0.370
	JS2	3.444	1.215	0.906				
	JS3	3.483	1.21	0.779				
	JS4	4.017	0.934	0.525				

Note. AVE = Average Variance Extracted, CR = Composite Reliability, α = Cronbach's.

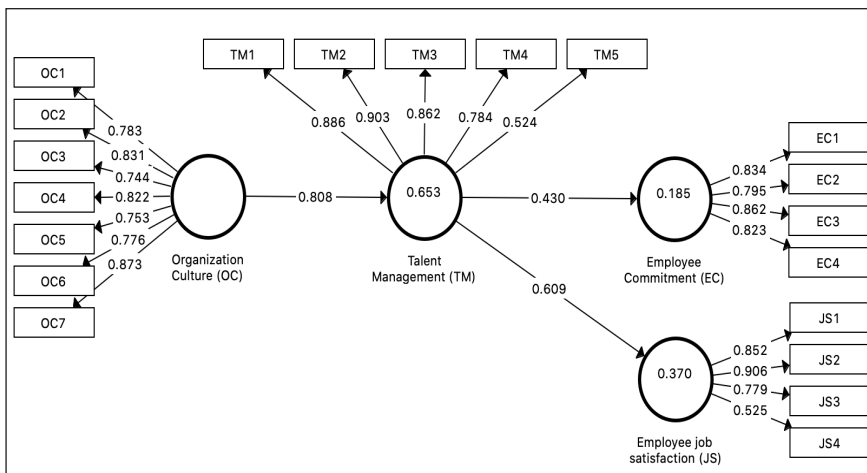
Table 8

Validity via Fornell-Larcker Criterion

	Employee Commitment (EC)	Employee job satisfaction (JS)	Organization Culture (OC)	Talent Management (TM)
Employee Commitment (EC).	0.829			
Employee job satisfaction (JS).	0.551	0.779		
Organization Culture (OC).	0.476	0.641	0.898	
Talent Management (TM).	0.43	0.609	0.668	0.804

Figure 2

Node Diagram for the Outer Model of the PLS-PM Model with Loadings



Bootstrapping

Bootstrapping was performed with 1000 resamples. The loadings were assessed for the reflective indicators, and the weights were examined for the formative indicators. Significance was determined using confidence intervals for the given parameter estimates, which were calculated based on an alpha value of 0.05 (Chin, 2010; Henseler, 2017; Sanchez, 2013). Each reflective manifest variable had a significant loading, suggesting that a significant portion of each reflective indicator is explained by its latent variable. Since there were no formative indicators, the bootstrapped weights were not examined. Table 8 shows the results for the bootstrapped loadings.

The structural or inner model was assessed by examining the R^2 -values for each endogenous variable, the average variance extracted (AVE) for each latent variable (see table 7) with reflective indicators, and the goodness of fit (GoF) index for the model. Bootstrapping was also used to determine the reliability of the inner model. The table of the inner model summary is presented in Table 9 and the inner model node diagram is shown in Figure 2.

To determine if the relationships among the latent variables are appropriate, R^2 -values were calculated for each endogenous variable. Each endogenous variable should have an R^2 -value $\geq .20$ (Sanchez, 2013). The following endogenous latent variables had an R^2 -value $< .20$: Commitment. Any relationship with a low R^2 -value should be evaluated whether it belongs to the model, since only a small percentage of variability is explained by the other independent latent variable (s).

Average variance extracted

To verify that each latent variable has a strong relationship with its reflective indicators, the average variance extracted for each construct was calculated. Each latent variable should have an AVE $\geq .50$, which suggests that 50% or more of the variance for the indica-

tors is explained by its latent variable (Chin, 2010; Henseler, 2017; Sanchez, 2013). AVE is only assessed for reflective variables. There were no latent variables with a low AVE, indicating that each latent variable accounted for a significant portion of the indicator's variance.

Goodness of fit

The predictive power of the PLS-PM can be determined by the Standardized Root Mean Square (SRMR) index. The results of the structural model analysis on Smart PLS are shown in table 9, SRMR index is $0.063 < 0.1$, which shows that the research model is suitable for market data (Hu & Bentler, 1999).

Table 9

Assessment of Structural Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organization Culture (OC) -> Talent Management (TM)	0.808	0.811	0.018	44.04	<0.000
Talent Management (TM) -> Employee Commitment (EC)	0.43	0.433	0.049	8.749	<0.000
Talent Management (TM) -> Employee job satisfaction (JS)	0.609	0.612	0.037	16.443	<0.000

Note. SRMR = 0.063 (<0.08), Chi-Square = 689.184, NFI = 0.848.

The findings show that culture has strong impact on talent management and according to bootstrapping and regression analysis, the culture of any organization has huge correlation with the talent management. Table 9 show that talent management is explained significantly by the culture of any organization. In addition, according to Figure 2 inner node diagrams for the PLS-PM model, there is correlation among all the variables above since the R^2 -values for all the variables is greater than $\geq .20$. However, among all the variables in Figure 2, commitment and talent management have least correlation and the R^2 -values is significant but still has the lowest value of 0.43. This analysis proved that in order to implement talent management in Kuwait, organization culture plays the most important role. The other two variables of commitment and satisfaction have positive relationships with the talent management. However, in this study talent management has higher impact on employee's satisfaction compared to employees' commitment.

Discussion

The findings presented in previous sections contribute a data theory for understanding about the significant relationship between organization culture, and talent management and with overall employee satisfaction and commitment to organization. A data theory contribution captures the concrete empirics of abstract theory to expand empirical grounds in terms of generalizability and trust power (Phillips & Pugh, 2010). As there is always a place and need for an ongoing research to recognize different organizational factors that best improves organizational performances (Albrecht & Andreetta, 2011).

The results showed that organization culture plays important role in talent management performance in terms of acquisition and retention of the talent. Culture creates a sense of belonging through

share values and norms and overall convergence of thoughts and policies. This makes the management efficient and work as a unit towards objectives, if that is a mission culture and employees keep one another up, as family in a clan culture, for be around even if there are changes that compel the employees to leave. More bureaucratic or sometime called hierarchical, culture has an internal focus on various levels of the organization to establish control over activities and that usually require every strong financial or authoritative motivations for the talent to be retained. Flexible culture usually enables the acquisition and retention of talent because the organization achieves a capacity to adapt itself to the talent and thus create new locales of work for them (Daft, 2013). Hierarchical cultures take a static and centric approach and provide little room for adaptation because within such a culture the organizations value standardization and well-defined structures so as to achieve efficiency (Tharp, 2009). In this regard, Arabic cultures are presumed to be more hierarchical and clan in nature and therefore the talent management is expected to be directed more towards achieving efficiency through tight rules and regulations in one aspect and it being clan would allow sufficient adaptation too.

Clan cultures work as family to promote collaboration among employees and promote mutual beneficence (Daft, 2013). Many organizations, mostly in Middle Eastern society, however, prefer to manage the talent as per their own social values and culture (Keleş & Aycan, 2011). Any type of culture, if promotes equal work opportunities and fair treatment, is more likely to be more effective in successful talent management (Gaudine & Beaton, 2002). In addition, according to Kontoghiorghes (2015) study cultures are definitely highly beneficial to talent management success. Organization high performance has huge influence on talent retention and attraction as well as employee commitment and satisfaction.

This study has contributed to previous studies on the impact talent management has on employee's satisfaction & commitment at workplace. The results in this paper contributes to previous studies that organizations which are reaching its strategic goals must accept irreplaceable methods for attracting, developing, and retention of talented employees (Huselid et al., 2005). Therefore, talent is the essential capability of the organization and its management will certainly allow organizations to perform well (Mohammed, 2015). Therefore, a successful talent management demonstrates commitment and the talent start perceiving it and react in terms of more engagement in organization work and organization citizen behaviour (Shams et al., 2020).

Organization with talent management potentials do not restrict personal creativity, they demand it. In such organizations employee commitment and ideas are viewed as crucial for organizational restitution and accomplishment. Also given their evolving nature, talent management engages in work system redesign by providing employees plenty of new learning and developmental opportunities. Thus, in change-driven organizations talented employees have the chance to change and progress with the organization, which in turn assists as a dominant talent attraction and retention strategy. It is significant to know that the study findings also contribute to earlier studies to be a strong analyst of talent retention (Kontoghiorghes & Frangou, 2009). The findings also suggest that the effort by human resource management to create talented individuals not only support the organization more successfully but will also manage with risks and opportunities that may stop the organization from the external environment. It will also enable the progress of a highly talented, motivated, and engaged staff. So, HRM's change, and talent management strategies are corresponding, mutually strengthening, and together help the organization's mission to gain competitive advantage.

In addition, taking into consideration the lack of research examining the effects of culture on talent management and also the claim that the talent management literature is generally ‘silent in relation to the ethical issues confronting organizations that operate talent programs’ (Swaiiles, 2013, p.33), the presence of these values make a rare impact to the advancement of talent management theory. Organization culture found to be reliably showing the highest relationship with talent management and the employee attitudes of motivation, satisfaction, and commitment. Overall, the study findings supported all stated hypotheses, that are consistent in analyses and redirected the presence of a strong relationship between high performance cultures with talent attraction and retention (Baharin & Hanafi, 2018) as well as the employee attitudes of satisfaction and commitment. The study results, therefore, show to the total nature of talent management and the strong effects of organizational culture. The findings also show how trusting organizational theories and conceptualizations, which in return consider talent management as a sub-component of the total organizational system, can improve talent management theory.

More contemporarily, organization culture is evolving into new ways of doing work as the role of technology is more pronounced and causing the people to change their life and work styles (Allam, 2020). This is particularly becoming prominent, when the people within organizations are exposed to new health risks such as Covid 19 and causing them to achieve physical distance (Brown, 2020). In a more culture perspective, people are changing the patron of clan organization culture and associated commitments with organizations in a more technologically based collaboration and re-networking emerges, and thus and new organizational-technological sensemaking is happening (Mesgari & Okoli, 2018). This new sense of organization is more sort of a network of networks thinking (Ullah & Al-Karaghoul, 2017), where talent is more diversely

engaged into cross-organizational peers to form new cultural clans and adopt new ways of doing work thus forcing the organizations to adapt their HR practices including talent management. This new sensemaking is expected to enhance the perceived role of physical artefacts such as IT, to be more disrupting in one place and enabling in other, thus causing continues de-construction and construction of organizations, its cultures, talent management. A key determinant seems be the more worried talent that create more and more concepts for defining their work and associated new risk conditions (Brown, 2020) and expect work conditions that make people remain locally distant and globally nearby, through technology.

Conclusion

The talent management challenges are reshaping the human resource management (HRM) practices, particularly in the global contexts. In this paper attempts to review the academic work on talent management and to organize that literature by making an integrative conceptual model for understanding and guide the challenges in talent management, such as talent acquisition and retention, and factors that triggers those challenges such as organization culture, and also to the outcomes such as employee's satisfaction and commitment. The proposed integrative model demonstrates the influences and interrelations of the organization culture impacts on the talent management and how talent management shapes the employee's satisfaction and commitment.

Limitations and Future Research

This research has limitations that can be utilized as future research opportunities. As the study suggests that talent management research can be emphasized as a bridge field, is in the early stages of development, and is a relatively new multi-disciplinary ground of

investigation that draws on a series of academic and applied viewpoints –more work could be done on essentially every feature of talent management in Kuwait and elsewhere. In order to understand the difficulties surrounding the formation of talent management as well as the relationship among talent management with employee's satisfaction and commitment, the causal chain can be extended to the notions of attraction, development, and retention of talent that influence HR outcomes such as motivation, productivity, and turnover. Such a futuristic research could reveal new networks of the challenges and processes that work around the talent management, organization culture, and organization performances through transferring knowledge from academics to HR professionals and vice-versa.

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دور الثقافة التنظيمية وإدارة المواهب في رضا الموظفين والتزامهم في منظمات القطاع العام الكويتي

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ملخص

الأهداف: تشير الأدبيات إلى أهمية البحث في الثقافة التنظيمية وإدارة المواهب؛ من حيث ضمان رضا الموظفين الموهوبين والتزامهم. اقترحت هذه الدراسة واختبرت نموذجاً مفاهيمياً يوضح العلاقة ما بين الثقافة التنظيمية وإدارة المواهب ومدى رضا الموظفين الموهوبين والتزامهم. **المنهج:** وزعت الاستبانة على 352 من العاملين في القطاع الحكومي في دولة الكويت، حللت البيانات باستخدام طريقة PLS. **النتائج:** بينت النتائج وجود علاقة قوية بين الثقافة التنظيمية وإدارة المواهب، وما يترتب عليها من الالتزام والرضا بين الموظفين الموهوبين، كما أن إدارة المواهب لها تأثير عالٍ على درجة الرضا الوظيفي مقارنة مع تأثيرها على التزام الموظفين. **الخاتمة:** أعطت النتائج نطاقاً أوسع من الناحية النظرية والسياسة المتعلقة بإنشاء أنظمة رأس مال بشري عالية الأداء؛ من خلال إرساء التعايش المشترك والمناسب ما بين الثقافة والموهبة ورضا الموظفين والتزامهم.

الكلمات المفتاحية: الثقافة التنظيمية، الالتزام والرضا للموظفين، إدارة المواهب، القطاع العام الكويتي

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