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Strengthening Talent Management in Enhancing Organizational Commitment in Developing Countries

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Abstract

Purpose: This study investigates the influence of talent management as a predictor of organizational commitment.

Design/Methodology: The study uses survey questionnaire for data collection. The questionnaire is of the multiple-item type designed to measure factors based on 5-point Likert Scale and 7-point Likert Scale for data collection. For the Sample Frame, the participants are the academics having at least five years of working experience in Higher Education Institutions (HEIs) in Malaysia. The research Scope is to measure, 'to what extent talent management practices influence organizational commitment'. Judgmental nonprobability sampling is used for the data collection. The respondents were academicians from both the Public and Private HEIs in Malaysia. Out of 300 questionnaires distributed, 298 were returned of which 288 were usable for data analysis. For the statistical analysis of the collected data, three-step procedure of exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and Partial Least Square-Structural Equation Modelling (PLS-SEM) was used.

Findings: The results of the study supported the hypothesis that there is a positive significant effect of talent management on organizational commitment.

Research Limitations/Implications: This research adopts a quantitative approach and cross-sectional in nature. Future researches can focus on mixed method approaches. Furthermore, exploratory studies involving both the academicians and the management teams can be conducted to revise the items. This research is designed to measure talent management by adapting the instrument from Sweem (2009). Lapses have examined the instrumentality of talent management in HEIs context. Thus, it needs a thorough qualitative study to validate the unique features of these dimensions in the future. By improving talent management, practitioners can improve organizational commitment, thus increasing the overall achievement of an organization. This paper contributes to the body of knowledge by filling a gap in the literature on talent management because it especially provides a valid empirical evidence for the relationship between talent management and organizational commitment. Next, it provides managerial insights particularly for the HEIs in the context of developing countries in shedding some lights on their policy-making and practices.

Originality/value: This paper, underpinned by the Three-Component of Organizational Commitment Model (TCM), Knowledge-Based View (KBV) and, Social Exchange Theory (SET), advances the knowledge gained from previous studies by using a dual approach tested as Talent Management on organizational commitment of the HEIs' academicians in Higher Education Industry.

Keywords: Talent Management, Organizational Commitment, Higher Education Institutions (HEIs), Academicians.

1. Introduction

The performance of an organization depends highly on organizational commitment of its

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employees (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Bethke-Langenegger, Mahler, & Staffelbach, 2011; Irefin & Mechanic, 2014). This means total contribution from the different levels of commitment affects the overall performance of an organization. It has been acknowledged by individual employees that his/her performance is assessed based on predetermined duties and responsibilities. However, issues of poor performance resulted from less-committed staff consistently arises in the lifeblood of an organizational current people assets. Employees in this "not-committed" category cause deterioration in all forms of organizational outcomes. However, there are others who are good at their tasks, are well-adapted to the organizational culture, perform their responsibilities and progressively contribute to the achievement of organizational outcomes (Rahiman & Kodikal, 2017). Having said that, there is a minority of high potentials and high performers among employees who demonstrate outstanding performance and have capabilities and potential to be future leaders (Blass, 2007; Gelens, Hofmans, Dries, & Pepermans, 2014). The level of commitment by both categories of performers will increase as they are developed by their organizations (Khoreva & van Zalk, 2016). Nevertheless, this group will consider migration to other countries once they did not get what they expect in their present organizations (Wahab, 2014). Knowing the impacts of these different levels of performers on organizational performance, ensuring the utilization of organization's current people asset and meeting their expectations is of pivotal concerns (Ismail & Lu, 2014) to organizations and researchers alike. Hence, it is greatly beneficial for organizations to revisit factors that make employees becoming committed. The notions that managing talents is a crucial initiative (Bayyoud & Sayyad, 2015; Nasir, Hassan, Embi, & Rahmat, 2012; Pluut, Büttgen, & Ullrich, 2018) and a top priority to drive organizational effectiveness and success (Ifeoma, Purity, & Okoye-Nebo, 2015; Mohammed, 2016) (Sharma & Rawal, 2017) leads the researchers to examine talent management as a variable that affects organizational commitment.

Many previous studies on organizational commitment were carried out examining various factors in many organizational contexts. However, we find very few studies conducted on higher educational institutions (HEI). HEIs are part of an industry that have significant contribution to economic income and are facing dynamic changes and growth, therefor researches in HEIs context are extremely worthy. The views of the academics have to be brought to the fore considering their wealth of expertise, talents and experience. These talents are the assets and sources of innovation in their respective organizations in the way they initiate creative and innovative ideas in educational programs and courses. Committed talents enable institutions to move forward and this gives positive impacts on industrial growth. Hence, ensuring proper talent management could motivate these talents to contribute towards the achievement of institutional expectations. Researches carried out within a relevant domain at employee level is pertinent since at individual levels, talents are most-affected by talent management practices. This research intends to investigate the influence of talent management on organizational commitment among people in the academia who are serving or have served in HEIs for at least five years. This research is conducted to answer the research question of, to what extent talent management significantly and positively affects organizational commitment. An understanding of the talents' expectations on talent management practices helps the organizations to enhance organizational commitment.

1.1. Theoretical Foundations

This research is guided by an integrated theory of Knowledge Based View theory (KBV), Social Exchange Theory (SET) and Three-Component of Organizational Commitment (TCM). The essence of KBV in this study presents the perspective that employees as knowledge resources are unique in terms of their characteristics and potentials. Therefore, talent management is an integrated strategy that KBV utilizes to achieve many organizational outcomes, for instance organizational commitment. The researchers are of the view that different organizational commitment perhaps can be derived from any or a combination of any of the three different components of Affective, Normative and Continuance Commitments, as developed by Meyer and Allen (1997), and introduced in the TCM of Organizational Commitment. Meanwhile, the relationship between talent management and organizational commitment can be well explained by SET by Blau (2017). SET implies the extent of individual understanding of the exchange concept which affects his/her obligation towards the organization, in which talent management affects organizational commitment.

2. Literature Review and Hypothesis Development

2.1. Talent Management and Organizational Commitment Research

Previous researches conducted on constructs of

talent management comprise of different domains such as talent attraction/talent absorption/talent acquisition, talent alignment and maintenance, talent development and talent retention (Halvaei & Ejlali, 2015; Malkawi, 2017; Nobarieidishe, Chamanifard, & Nikpour, 2014). However, there is a lack of empirical studies that examine talent management as a combination of the dual contexts of scientific-based and soft skills dimensions, which can influence organizational commitment. This is due to an infancy stage of the development context of talent management particularly in developing countries including Malaysia (Nasir et al., 2012) that makes it remaining as an underdeveloped research area (Ghafar & Salleh, 2015). Moreover, talent management is merely a part of previous works or ongoing research projects in which talent management has not been tested theoretically nor conducted at the organizational level. Hence, this research addresses the relationship between talent management and organizational commitment at the individual level to fulfill theoretical and contextual gaps.

2.2. Organizational Commitment

Organizational commitment as referred to by Yigit (2016) is a dynamic process among organizations, its staff, and the organization's environment. Further, Mitić et al. (2016) also defines organizational commitment as a deep attachment, resulted from a certain expansion with a high degree of job satisfaction to an organization or its members, (Mitić et al., 2016). Whereas, nature is recognized as multidimensional and associated with employee loyalty (Iqbal, 2015). However, most scholars refer to organizational commitment as the extent of psychological bond resulted from employee-employer experience through practices (Kaur & Sandhu, 2010; Van Dyk & Coetzee, 2012). In the context of this current study, it is defined as a willingness to put unconditional effort to the university and a determined belief, acceptance of values and aims resulted from individual's positive mindset (Adapted from Meyer Allen, (1997).

2.3. Talent Management

Previous researchers refer to talent management as a collection of Human Resource (HR) practices (Byham, 2001; Heinen & O'Neill, 2004), talent pool (Cheloha & Swain, 2005; Kesler, 2002), generic talent management which also involve succession planning (McCauley & Wakefield, 2006; Redford, 2005) and a tactic which unify human resources and systems among all departments and levels, which requires collaboration from the management to staff, as well as between natural facilities, talents and business strategies (non-human resources) in the future growth and sustainable development (Sweem, 2009). However, within the boundary of this research, talent management is defined as a holistic process that integrates managing of employees through the process of communication (CO), employee development (ED), managing performance (MP), rewards and recognition (RW), and open climate (OCL) and put them into practice.

2.4. The Association of Talent Management and Organizational Commitment

Talent management leads to better financial as well as nonfinancial performance including employee commitments at organizational and individual levels (Jyoti and Rani (2014). This statement is supported by the significant result of an earlier study on talent management which comprises of talent acquisition, talent development and talent retention towards organizational commitment (Halvaei & Ejlali, 2015; Nobarieidishe et al., 2014). Supports from talent management has resulted in employees to be normatively committed (Sow, 2015), affectively committed (Sivanesan, 2014) and continually committed (Dockel, Basson, & Coetzee, 2006). Different findings from previous studies have shown the positive association of effective communication ((Dutta & Banerjee, 2014), employee development (Aktar & Pangil, 2018b; Anis, Nasir, & Safwan, 2011), rewards and recognition (Aktar & Pangil, 2018a; Kokubun, 2018; Nazir, Shafi, Qun, Nazir, & Tran, 2016) and open climate (Douglas, 2010) on organizational commitment. Talents will reciprocate any favourable treatment they receive from their organizations with high level of motivation, commitment, performance, customer satisfaction and organization's attractiveness ((Areiqat, Abdelhadi, & Al-Tarawneh, 2010; Bano, Khan, Rehman, & Humayoun, 2011; Bethke-Langenegger et al., 2011). Hence, this current research hypothesizes the relationship as

Hypothesis: *There is a significant and positive relationship between talent management and organizational commitment.*

3. Methodology

3.1. Population of the Study, Sample and the Procedures

The population in this study comprises of permanent academicians in selected Malaysian Public and Private HEIs who have served a minimum of six months in their current workplace and are working on a full-time basis. The criteria set used is to ensure that the academicians have at least

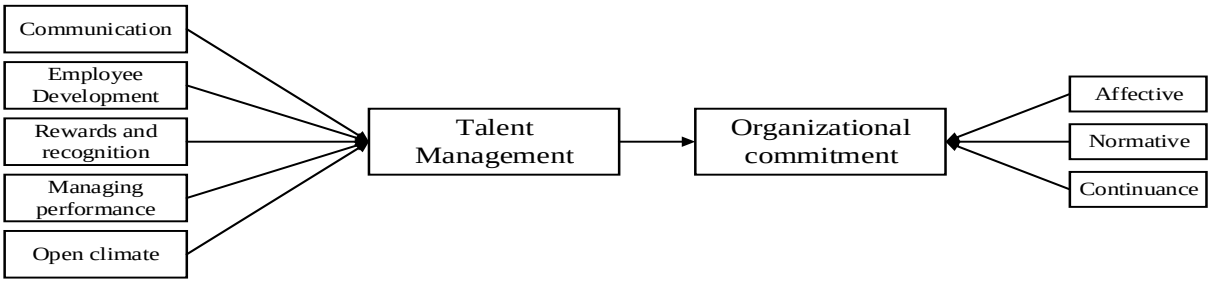

Figure 1. **Conceptual Framework**

adequate minimum experience to be able to assess the dimensional aspects of talent management adopted in this research. Judgmental non-probability sampling is used as the right authority and capability of the respondents is vital to represent a sample (Briggs, Morrison, & Coleman, 2012). The study uses Structural Equation Modeling (SEM) using Smart PLS to analyze the proposed model. According to Hair et al. (1998), at least five cases per item can be taken (including error terms and path coefficients) from the sample. Again, based on Hair et al. (1998)'s suggestion, five cases per parameter can be taken for the sample size. Hence, 55 considerations within the proposed model for this study with 5 cases per parameter resulted in 275 responses that can be considered as the minimum sample size for this study. Out of the 300 questionnaires distributed through "drop-off" and "pick-up" method, 288 were returned and usable for the analysis. The procedure recommended by Rogelberg and Stanton (2007) is used to check the possibility of nonresponse bias. Results from the comparison between early and late responses indicate no significant differences at $p>0.05$ which means non-response bias is not a serious issue in this research.

3.2. Measurement

As stated earlier on, this research adapts the multidimensional aspects of talent management from a dual approach of soft skills and scientific based dimensions developed by Sweem (2009). Sweem's soft skills list includes effective communication skills, ability to inspire and motivate others combined with the ability to convince, and encourage creativity and innovation, whereas, the scientific-based dimension relies on accuracy and stringent application of theory in implementation (Schroeder, 2012). It (the dual approach) covers the process flow in managing performance, clear information on employees' career path and, the application of procedural justice and distributive justice elements in rewards and recognition practices. Five dimensions comprising of communication (CO), employee development (ED), rewards and recognition (RW), managing performance (MP) and open climate (OCL) are used to measure talent management. Altogether, the total 33 items are measured against the Likert scale of 1-5(from strongly disagree to neutral to strongly agree). The items that this research uses are accepted as well in many previous researches (Ali et al., 2010; Aljanabi & Kumar, 2013; Mahmood, Ali, & Mohammadi, 2013) (Khah, Nezhad, & Mehdi Moradi, 2014; Nasrollahniya & Manjunath, 2013). The dependent variable of organizational commitment is measured by adapting the most prevailing theory of organizational commitment by Meyer and Allen (1997) which are composed of affective commitment (AC), normative commitment (NC) and continuance commitment (CC). In total, there are 22 items under this category and they are measured against the Likert scale of 1-7 (from strongly disagree to neutral to strongly agree). This research considers the multiple-item method in order to minimize method biasness. With respect to multidimensional construct, Shaw et al. (1998) indicates that higher or lower commitment levels to organizations are found to be a major determinant to organizational outcomes. To predict the explained variance in organizational commitment, this research uses Smart PLS (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

4. Findings

4.1. Descriptive Analysis of The Study Variable

The results of this research confirm the positive significant correlation between talent management and organizational commitment with a good value of $r= 0.373$. This allows the researcher to proceed to the next stage of analysis. Additionally, the high values of Cronbach's alpha that exceeds 0.70 (Nunnally, 1978), indicate the high loadings on its respective constructs. Table 1 depicts the results of the research's demographic characteristics.

4.2 Demographic Background of The Respondents

The descriptive analysis depicted in Table 1 shows that 51.7% of the respondents are males and 45.5% are between 26 to 35 years of age. About 60.8% of the respondents are married, 46.2% holds a

Table 1. **Demographics (N=288)**

Demographic Characteristics	Category	Frequency	Percent (%)
Highest Qualification Achieved	Doctoral degree	67	23.3
	Master's degree	133	46.2
	Bachelor degree	79	27.4
	Professional certification	6	2.0
	Others	3	1.1
Respondents' Institutions	Private university	125	43.4
	Public university	163	56.6
Post Held	Professor	7	2.4
	Assoc. Professor	12	4.2
	Senior Lecturer	80	27.8
	Lecturer	189	65.6
Work Experience	More than 20 years	42	14.6
	16 -20 years	29	10.0
	11 - 15 years	50	17.3
	5 - 10 years	86	29.9
	Less than 5 years	81	28.2
Duration of Service	More than 20 years	21	
	16 - 20 years	6	
	11 - 15 years	31	
	5 - 10 years	90	
	Less than 5 years	140	
Gender	Female	139	48.3
	Male	149	51.7
Age	56 years and above	11	3.8
	46 - 55 years	43	14.9
	36 - 45 years	85	29.5
	26 - 35 years	131	45.5
	Below 25 years	18	6.3%
Nationality	Non-Malaysian	14	
	Malaysian	274	95.1%
Marital Status	Widow/widower	3	
	Divorced	8	
	Married	175	
	Single	102	

Master's degree each, 29.9 % have 5 to 10 years working experience between them. 48.6 % of the respondents have less than five years of service in their current institutions, 65.6% hold lecturer positions and 56.6% of the respondents are from a public university.

4.3 Common Method Variance

In this study, common method variance is used to make assessments accordingly using Harman 1-factor test before assessing the inner and outer models. According to Podsakoff et al. (2003), Common method variance exists when one factor explains the majority of the variance in which it can affect the theoretical relationship among the constructs. The results shows that all factors explain approximate equivalent amount of variance (15.82–38.43). Hence, no serious problem was identified with the data in this research.

4.4 Results of The Measurement Model

At the first order, the convergent validity results show the loadings are above 0.5 (they range from 0.836 to 0.971) which indicate the items are reliable (Hulland, 1999), while, the composite reliabilities are all higher than 0.7 (0.88-0.98) which is well within the acceptable range

(Henseler, Ringle, & Sinkovics, 2009) and the AVE are also higher than 0.5 (0.52 – 0.879) for the two constructs, satisfying the conditions of convergent validity. Table 2 depicts the results of convergent validity and composite reliability.

Next, the results of discriminant validity using Fornell and Larker criteria indicate that the value of respective loadings on the construct is higher than the values of loadings with respect to other constructs. As suggested by Fornell and Larker (1981), the values of the square root of the AVE in diagonal should be higher than the correlation shared between the constructs. As shown in Table 3, the results confirm that respective values of all the constructs are higher than the threshold value of 0.5 (Bagozzi & Yi, 1988). Also, as depicted in Table 4, the AVE square roots appeared in the diagonal are higher than correlation among the associated constructs (Chin, 1998). While, as shown in Table 3, the cross-loading values indicate the higher correlations of indicators with their respective latent variables when the values are compared to other constructs, and separated each latent variable as theorized in the conceptual model. Hence, it fulfills the criteria of discriminant validity.

In this research, the third assessment was done in terms of heterotrait-monotrait ratio of correlations (HTMT) for assessment of discriminant validity. Based on the criterion test, in the measurement model, the correlations among factors of all items are within the range of 0.085-0.639 (less than a threshold value of 0.85). For the statistical test, none of the results show a confidence interval value of 1. Hence, it indicates that the discriminant validity has been ascertained. Table 5 shows the results of the HTMT.

At the second order, the results shown in Table 6 reveal that two indicators of Managing Performance (MP) and Open Climate (OC) are not statistically significant. However, results of the loadings indicate that Managing Performance (MP) and Open climate (OC) are absolutely important at 0.669 and 0.661 respectively. Following Hair et al. (2011), Managing Performance (MP) and Open Climate (OC) are retained. As for collinearity, values displayed for Variance Inflation Factor (VIF) for all indicators of the second-order constructs are between 1.233 to 1.889 and uniformly lower than the conservative threshold value of 5. Therefore, non-collinearity exists between the constructs' formative indicators (Hair Jr et al., 2016). Hence, it allows for the estimation of the PLS model.

4.5 Results of the structural model

To assess PLS structural model, the evaluation of coefficient of determination (R2) of endogenous latent variables is an essential criterion. R2 represents the combined effect of exogenous variables on the endogenous variable(s) in a form of coefficient value. It is also a measure of the model's predictive accuracy. Value of R2 around 0.67 is substantial, 0.33 is average, 0.19 is poor and below 0.19 is not relevant, as determined by Chin (1998). In this research, talent management is found to be positively significant in relation to organizational commitment (β= 0.327, $p < 0.001$). Thus, the hypothesis linking talent management and organizational commitment constructs is supported at t value of 6.834 while, the R2 values of 0.352 for endogenous latent variables which is above 0.26 value, indicating a moderate model (Cohen, 1988) and the effect sizes (f2) of 0.111 at p value 0 is considered as small. Figure 2 depicts the bootstrapping result.

5. Discussion

Among the three components of organizational commitment, the highest weightage is carried by affective commitment ($\beta = 0.692$; $t = 15.862$, $p < 0.001$), followed by normative commitment ($\beta = 0.438$; $t = 7.441$, $p < 0.001$) and continuance commitment values ($\beta = 0.114$, $t = 2.44$, $p < 0.05$). This finding indicates that the majority of the academicians are affectively committed to their HEIs. This may be due to their satisfaction on certain talent management practices that have been implemented in their respective HEIs. However, the insignificance results of managing performance and open climate variables in talent management dimensions tells us that talents put low rating in assessing these practices throughout their experience in the workplace. Hence, managing performance and open climate can be the potential variables for further research. The insignificant results of any talent management practices can influence organizational commitment level by individuals in an organization. Therefore, besides maintaining or improving communication, employee development, rewards and recognition practices, organizations have to also pay attention to the processes of managing performance, and the implementation of open climate in the workplace. That being the case, further relevant information can be collected through survey questionnaires and interviews to obtain more inputs.

This study extends the talent management concept through the dimensionality of talent management in Higher Education Institutions (HEIs). As shown in Table 7, this study validates a strong significant effect of talent management on

Table 2. **Results of The Measurement Model**

Constructs	Items	Loading	AVE	CR
Employee Development (ED)	ED7	0.73	0.51	0.88
	ED8	0.77		
	ED9	0.75		
	ED10	0.75		
	ED11	0.74		
	ED12	0.59		
	ED15	0.64		
Managing Performance (MP)	MP 20	0.73	0.64	0.91
	MP21	0.83		
	MP22	0.87		
	MP23	0.80		
	MP24	0.82		
	MP25	0.72		
Communication (CO)	CO1	0.73	0.64	0.91
	CO2	0.75		
	CO3	0.90		
	CO4	0.82		
	CO5	0.83		
	CO6	0.78		
Rewards And Recognition (RW)	RW17	0.91	0.86	0.95
	RW18	0.94		
	RW19	0.94		
Open Climate (OC)	OC26	0.89	0.74	0.94
	OC27	0.92		
	OC28	0.92		
	OC29	0.77		
	OC30	0.94		
	OC31	0.71		
	OC32	0.83		
	OC33	0.89		
Commitment (CC)	CC16	0.97	0.88	0.98
	CC17	0.76		
	CC19	0.98		
	CC20	0.95		
	CC21	0.97		
	CC22	0.98		
	NC9	0.93	0.76	0.95
Normative Commitment (NC)	NC10	0.93		
	NC11	0.73		
	NC12	0.85		
	NC13	0.73		
	NC14	0.93		
Affective Commitment (AC)	AC1	0.84	0.74	0.95
	AC2	0.93		
	AC3	0.70		
	AC5	0.86		
	AC6	0.93		
	AC7	0.81		
	AC8	0.92		

Note: Items ED16, AC4, CC15, CC18, are deleted due to low loading

Table 3. **Cross Loadings**

	AC.	CC.	CO.	ED.	MP.	NC.	OCL.	RW.
AC1	**0.838**	0.291	0.364	0.397	0.31	0.521	0.236	0.291
AC2	**0.926**	0.184	0.411	0.383	0.333	0.406	0.32	0.372
AC3	**0.696**	0.152	0.298	0.292	0.233	0.391	0.242	0.219
AC5	**0.859**	0.279	0.37	0.393	0.316	0.494	0.234	0.284
AC6	**0.924**	0.184	0.402	0.381	0.324	0.404	0.314	0.37
AC7	**0.813**	0.188	0.335	0.325	0.264	0.434	0.308	0.351
AC8	**0.917**	0.184	0.405	0.375	0.324	0.41	0.315	0.359
CC16	0.263	**0.967**	0.164	0.233	0.118	0.378	0.161	0.115
CC17	0.244	**0.756**	0.187	0.199	0.121	0.31	0.145	0.094
CC19	0.215	**0.979**	0.149	0.246	0.097	0.41	0.142	0.081
CC20	0.202	**0.948**	0.112	0.205	0.05	0.382	0.093	0.06
CC21	0.243	**0.972**	0.131	0.225	0.057	0.407	0.139	0.083
CC22	0.219	**0.982**	0.14	0.231	0.08	0.394	0.139	0.075
CO1	0.400	0.127	**0.728**	0.487	0.468	0.192	0.449	0.440
CO2	0.382	0.111	**0.746**	0.412	0.410	0.172	0.348	0.426
CO3	0.315	0.061	**0.891**	0.464	0.456	0.144	0.401	0.397
CO4	0.212	0.103	**0.820**	0.427	0.339	0.140	0.318	0.277
CO5	0.283	0.17	**0.826**	0.426	0.354	0.251	0.32	0.254
CO6	0.421	0.157	**0.778**	0.414	0.377	0.277	0.313	0.283
ED10	0.305	0.174	0.356	**0.748**	0.267	0.300	0.27	0.253
ED11	0.408	0.18	0.434	**0.739**	0.424	0.32	0.377	0.311
ED12	0.229	0.045	0.357	**0.586**	0.372	0.175	0.299	0.253
ED15	0.235	0.164	0.42	**0.642**	0.443	0.207	0.428	0.427
ED7	0.251	0.226	0.392	**0.731**	0.443	0.227	0.344	0.229
ED8	0.290	0.226	0.43	**0.765**	0.481	0.239	0.403	0.284
ED9	0.358	0.155	0.362	**0.747**	0.284	0.291	0.313	0.323
MP20	0.327	0.044	0.380	0.399	**0.733**	0.158	0.402	0.528
MP21	0.292	0.024	0.395	0.405	**0.834**	0.094	0.489	0.41
MP22	0.257	0.078	0.408	0.442	**0.869**	0.223	0.445	0.323
MP23	0.281	0.105	0.423	0.510	**0.800**	0.25	0.528	0.334
MP24	0.221	0.042	0.356	0.374	**0.824**	0.143	0.405	0.301
MP25	0.288	0.132	0.436	0.411	**0.715**	0.162	0.497	0.336
NC10	0.466	0.344	0.212	0.322	0.188	**0.932**	0.143	0.222
NC11	0.394	0.396	0.271	0.319	0.215	**0.733**	0.163	0.184
NC12	0.53	0.334	0.262	0.339	0.245	**0.949**	0.194	0.276
NC13	0.407	0.336	0.205	0.276	0.168	**0.729**	0.126	0.205
NC14	0.406	0.35	0.184	0.306	0.154	**0.925**	0.145	0.184
NC9	0.456	0.375	0.194	0.322	0.191	**0.928**	0.167	0.241
OCL26	0.249	0.125	0.349	0.405	0.482	0.16	**0.886**	0.325
OCL27	0.301	0.072	0.408	0.407	0.525	0.105	**0.916**	0.361
OCL28	0.256	0.17	0.403	0.452	0.518	0.176	**0.917**	0.335
OCL29	0.364	0.171	0.473	0.411	0.551	0.164	**0.766**	0.439
OCL30	0.339	0.097	0.402	0.448	0.522	0.152	**0.94**	0.387
OCL31	0.358	0.101	0.390	0.406	0.482	0.205	**0.706**	0.411
OCL32	0.142	0.16	0.289	0.391	0.422	0.168	**0.831**	0.203
OCL33	0.166	0.099	0.337	0.404	0.47	0.085	**0.884**	0.245
RW17	0.411	0.128	0.423	0.419	0.427	0.349	0.369	**0.909**
RW18	0.294	0.041	0.393	0.361	0.442	0.142	0.381	**0.94**
RW19	0.302	0.055	0.388	0.362	0.443	0.143	0.38	**0.937**

Table 4. **Discriminant Validity of The Construct**

	AC.	CC.	CO.	ED.	MP.	NC	OCL.	RW.
AC	**0.857***							
CC	0.247	**0.937***						
CO	0.433	0.157	**0.80***					
ED	0.427	0.239	0.552	**0.711***				
MP	0.353	0.093	0.507	0.54	**0.798***			
NC	0.512	0.407	0.254	0.361	0.223	**0.871***		
OCL	0.328	0.146	0.452	0.488	0.585	0.181	**0.859***	
RW	0.377	0.09	0.438	0.418	0.471	0.253	0.406	**0.928***

* Note: Square root of AVE on the diagonal

Table 5. **Heterotrait-Monotrait (HTMT)**

	AC	CC	CO	ED	MP	NC	OCL	RW
AC								
CC	0.257 CI.90(0.161, 0.349)							
CO	0.460 CI.90(0.3, 0.527)	0.165 CI.90(0.096, 0.246)						
ED	0.471 CI.90(0.391, 0.546)	0.261 CI.90(0.175, 0.351)	0.639 CI.90(0.576, 0.701)					
MP	0.382 CI.90(0.301, 0.461)	0.100 CI.90(0.061, 0.180)	0.560 CI.90(0.479, 0.637)	0.625 CI.90(0.548, 0.696)				
NC	0.547 CI.90(0.472, 0.615)	0.431 CI.90(0.341, 0.518)	0.272 CI.90(0.198, 0.347)	0.402 CI.90(0.321, 0.483)	0.237 CI.90(0.164, 0.316)			
OCL	0.338 CI.90(0.255, 0.416)	0.152 CI.90(0.077, 0.234	0.482 CI.90(0.404, 0.559)	0.547 CI.90(0.465, 0.626)	0.626 CI.90(0.556, 0.691)	0.188 CI.90(0.105, 0.278)		
RW	0.386 CI.90(0.306, 0.466)	0.085 CI.90(0.043, 0.172)	0.471 CI.90(0.396, 0.542)	0.465 CI.90(0.383, 0.541)	0.514 CI.90(0.441, 0.583)	0.243 CI.90(0.164, 0.326)	0.420 CI.90(0.340, 0.497)	

Table 6. **Formative Construct (Second-order) (Validity Results)**

Second-order Constructs (Formative Measures)	First-order Constructs	Indicator Weight	t-value	Loadings	t-value	VIF
Talent Management	Communication (CO)	0.311	3.992***	0.791	19.564***	1.656
	Employee Development (ED)	0.534	7.285***	0.892	31.899***	1.762
	Rewards and Recognition (RW)	0.246	3.539***	0.675	12.972***	1.404
	Managing performance (MP)	0.022	0.253	0.669	13.117***	1.889
	Open Climate (OCL)	0.148	1.842	0.661	11.059***	1.652
	Support for Innovation (SI)	0.751	11.971***	0.922	29.691***	1.532
Organizational Commitment	Affective Commitment (AC)	0.692	15.862***	0.921	44.956***	1.661
	Normative Commitment (NC)	0.438	7.441***	0.794	25.782***	1.633
	Continuance Commitment (CC)	0.114	2.44**	0.444	6.811***	1.233

*P<0.05 **P < 0.01 ***p < 0.001

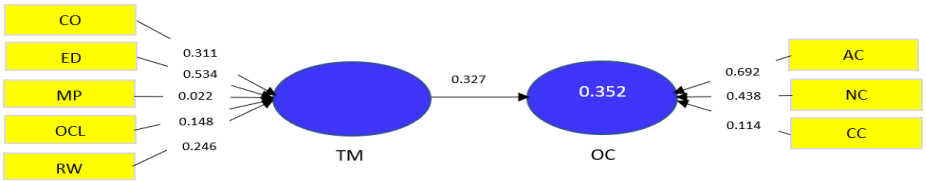

Figure 2. **Path Coefficient for Structural Model**

Table 7. **Result of Path Coefficients, T- Statistics for the Hypothesized Path**

Hyp	Relationship	Path Coefficient	Standard Error	T Statistics (O/Std Dev)	Conclusion
H1	TM → OC	0.327	0.048	6.834***	Supported

****p*<0.001

organizational commitment values (β = 0.327, t = 6.834, p < 0.001). The findings are similar to those of previous studies confirming a positive relationship between the variables of talent commitment and organizational commitment. Hence, organizations have to find initiatives to review factors in talent management that make employees affectively or emotionally committed. This is important in any effort to strengthen talent management practices and thus in improving organizational commitment.

The findings are justified considering all the respondents are academic staff of HEIs and a majority of them (46.2%) hold Master's degrees, indicating that they are indeed highly educated. Their level of education and the positions they hold provide proofs that the respondents do possess talent that is required by their profession. Moreover, 65.6% of the respondents hold lecturership positions and are in the early stage of their career progression. This means these academicians put their high level of efforts and commitment to career development. Therefore, proper talent management can influence their organizational commitment. To sum up, all types of organizations including the HEIs are capable of facilitating employee commitment when the employees are provided with practices that meet their expectations. Henceforth, reviewing organizational practices especially talent management is a worthy effort in the process of improving organizational commitment.

6. Research Limitations/Implications

This research uses quantitative approach and is cross-sectional. Future research can utilize other methods for instance the mixed method or exploratory study involving both the academicians and the management team to revise the items. This research is designed to measure talent management by adapting the instrument from Sweem (2009). Lapses have examined the instrumentality of talent management in HEIs' context. Thus, it needs a thorough qualitative study to validate the unique features of these dimensions in the future. It would beneficial for future researches to explore further on the dimensionality of organizational commitment particularly the continuance commitment (CC). Results from this research reveal that the hypothesis linking the constructs of talent management and organizational commitment is supported in the model. Utilizing the theories, proper talent management is expected to increase organizational commitment. Thus, it helps practitioners to further improve talent management practices as a way to increase organizational commitment level. It also has social implications that affect the whole range of stakeholders particularly the academics, as committed academics are valuable assets that generate innovation and new knowledge to the community and industry. Their commitment level will lead to low turnover rate and increase in organizations' financial and nonfinancial outcomes.

Declaration of Conflicting Interest

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