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The Influence of Sustainable Talent Management on Job Satisfaction and Organizational Commitment: Moderating Role of In-service Training

ADNAN ALPARSLAN¹, TULEN SANER²

Abstract

The challenges facing today's organization in the current dynamic and competitive business environment requires the management of its talented employees that will contribute to their achievement of competitive advantage that is sustainable. Studies abound on the contribution of talent management to employee's job satisfaction and their commitment to organizational commitment, but there is paucity of empirical studies on the sustainability of talent management to the achievement of job satisfaction and organizational commitment. Thus, this study investigates the influence of sustainable talent management on the employee job satisfaction and their commitment to the organization. Five hundred and seventy five structured questionnaires were distributed to the employees of some selected manufacturing companies in Turkey for data collection. PLS-SEM and multi-group analysis were employed using SmartPLS 3 for testing the hypotheses formulated in this study. The finding from our study reveals that talent management has the potential of positively and significantly influences employee's job satisfaction. Similarly, the influence of talent management on organizational commitment was found to be positive and significant. Moreover, the moderating influence of in-service training was examined on the relationship between talent management and job satisfaction on one hand, and talent management and organizational commitment on the other hand. Our result shows that in-service training significantly moderates the relationships. Finally, the study implication and suggestion for further study were addressed in the study.

Keywords: organization, sustainable talent management, in-service training, job satisfaction, competitive advantage, organizational commitment, talent management, PLS-SEM, Turkey.

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Introduction

All types of enterprises need to canalize their human resources to focus on innovative and creative projects to sustain competition in globalized markets in a strategic and profitable manner, and to grow sustainably while doing so. Innovative and creative projects can be put into practice by talented personnel who are open to develop themselves. In order to manage talented personnel, enterprises should establish an effective talent management system since the ability to retain and lead talented people is a strategy that requires expertise. It is important for any organization to develop competitive advantage through human resources processes. This is considered to be the ideal environment for talent management system execution as a way of employee and organization performance optimization (Akram *et al.*, 2018; Abazeed, 2018; Tash, Ali, & Ahmadzadeh, 2016). Efficient employees are found to be a significant asset for an organization, because such employees are the key supply of competitive advantage growth in today's organization (Akram *et al.*, 2018). For instance, in the developed nations, the large portions of the workforce are talented workers (Rabbi *et al.*, 2015). They are found to have the capacity of efficiently delivered any task given, if such employees are effectively managed. It is imperative for the human resource managers to have a clear understanding on the effective and efficient ways of managing a talented employee and retain them for the advantage of their organization at the long-run.

Talented employees are those individuals who have the capability and exhibits potential of making a difference to an organizational performance, either through their immediate efforts or in the long-run. Thus, for an organization to attract and retain the talented employees, such an organization must at all levels have an integrated approach to talent management. Studies show that talent management is the major competitive differentiator for attracting and retaining skilled workforce (Yusoff, Kian, & Idris, 2013). The activities that are concerned with attraction, selection, developing and retention of best employees in the strategic roles are considered to be talent management (Ragins, Cotton, & Miller, 2000; Schuler, Jackson, & Tarique, 2011). The studies stressed further that it is through talent management that people who excel at a particular activities and performance are recognized and then offered a support that will enable such and employee to 'push the envelope' while they do differently will be captured and shared with their colleagues so that they could emulate them. It is essential for an organization to have the capacity and ability to recognize this kind of employee, so as to create value and place the organization in an advantage competitive position (Uren, & Jackson, 2012). In addition, Uren and Jackson (2012) emphasized that an organization should develop and deploy the right employee to the right job at the right time and provide for the employee, the conducive environment requires performing to his best ability for the organization. However, Collings (2014) observed that though talent management present a significant potential source of value for a firm, but its contribution has not been exhaustively investigated.

In the view of Rabbi *et al.* (2015), the benefit of talent management cannot be over emphasized because the success of an organization is anchored on the talent management. The study was of the opinion that effective talent management will create a career path for the talented employee, which will be of advantage to the organization by having high quality work and subsequent in organizational performance. Most especially in this dynamic and competitive of today's business environment, Schuler *et al.* (2011) observed that some organizations are facing challenges in talent management. Moreover, implementing a successful talent management has been a challenge to some organizations (Gardner, 2002; Ogbazghi, 2017). This was also established in the study of Chandrasekar & Zhao (2015), that firms are finding it difficult to implement effective talent management. Stahl *et al.* (2007) observed that the anxiety for the scarcity of the talent is a global issue, as all organizations are competing for the same talent. In pursuing a holistic talent management, sustainability of the implementation should be considered in the process, so that a significant unit with sustainable competences will be formed to provide some advantages for the organization.

According to Strandberg (2015), there is need for organizations to have a better ability to anticipate and manage risks; increase innovation and opportunity identification; early access to new market with sustainable products and services (Munoz-Pascual, Curado, & Galende., 2019; Hajikarimi, & Soltani, 2011); enhance problem solving and more effective in decision-making; greater ability to respond to the competitive business environment; and improve employee attraction, retention and engagement. All these objectives as highlighted by Strandberg (2015) could possibly be elusive if sustainable talent management is not implemented. But, for such an implementation, it is not enough to pass the bulk of the role to human resource department, but should be a task that must be undertaken by all participants. A sustainable talent management demands developing together and open communication between "human resources" (HR) and other units and hierarchies. This will enable the creation of appropriate environment that is essential for the developing the required framework for a sustainable talent management concept.

Tash, Ali, & Ahmadzadeh (2016) in their study opined that when employee's satisfaction on their job increases, it enhances the value and benefits for both company and employees. Generally, TM is considered to be one of the significant determinants of job satisfaction, which will in turn enable the employee to be committed to their organizations. In other words, the use of TM as a tool would place the right and qualified employee in the right position with the aim of achieving the organization's goals, as well as creation of job satisfaction and their commitment to the organization Hajikarimi & Soltani, (2011). Meanwhile, Simsek and Oge (2012) study opined that in an organization where there is provision for in-service training, there is possibility of the employee performing at the highest level with a minimal cost. It is expected of employee to consider the training

received to be beneficial or not beneficial, which will in turn affect their satisfaction or commitment to the organization (Yuksel, 2007).

However, the investigation of the implementation of sustainable talent management on the employee job satisfaction and organizational commitment has been scarce in the literature. It is in this regards that this study provides answers to the questions posed by this study on the relationship between sustainable talent management and job satisfaction; whether sustainable talent management will influence employee commitment to the organization; and also to establish of the in-training provided by the organization will moderates the influence of sustainable talent management on employee job satisfaction and their commitment to the organization. The remainder of the paper has the literature review and hypotheses development addressed in the next section, subsequent section has the methodology for the study, where the method employed for the study; items development and procedure for data collection were discussed. The follow-up section has the data analysis and result presentation, while the study implications and suggestions for further study rounded up the paper.

Literature review

Talent management and sustainable talent management

The emergence of “talent management” (TM) was from the world of human resources practitioners in about two decades ago with its major impetus tagged “The War for Talent” (Claus, 2019; Michaels, Handfield-Jones, & Axelrod, 2001). The focus of talent management was a global-local endeavor to make sure that the operational roles and strategic choices of human resources activities were aimed at the achievement of competitive advantage through employee. The practice of talent management all around the globe was describe by Claus (2013) as “the set of sustainable organizational strategy that utilized human capital to the competitive advantage of the organization, as well as a portfolio of integrated HR activities that result in putting the right people with the right competencies in the right job in the right place, and at the right cost”. According to Michaels, Handfield-Jones, & Axelrod (2001), TM encompasses the combination of tactical and strategic elements, and sources its application from tools and concepts that were developed outside HR. For instance, marketing that focus on “employer branding”, “employee segmentation” and “employee value proposition”; management science with a focus on advantage position and yield curves (Boudreau & Ramstad, P 2007); operations management with emphasis on matching talent supply and demand with the aim of uncertainty reduction (Cappelli, 2008); and global management utilizing an approach that is globally integrated (Claus, 2013). With the emphasis on the acquisition and performance of talent, which is different from transactional

HR activities, talent management became the core of strategic human resources practice.

At the initial stage, talent management was considered by the academics as a “fad or an alternative to staffing” (Claus, 2019). However, TM continues to gain more attention and becomes everyday terms in HR practices, thus academic researchers became more interested to systematically organized the literature streams and found it worthy to be researched [20]. Meanwhile, some studies still posited TM as an ill-defined concept, which lacks rigor and sufficient empirical studies (Collings & Mellahi, 2009; Gallardo-Gallardo, & Thunnissen, 2016; Garavan, 2012; Sparrow & Makram, 2015). In spite of these, the number of refereed journal articles that found talent management to be worthy for academic research is on increase. This situation on the talent management research according to Claus (2019) is producing a vicious cycle that is impoverishing both theory and practice.

The dimension of sustainability in relations to talent management became a focal point as a result of dynamic changing of the business environment. According to Ogbazghi (2017) it is common to consider sustainability to be synonymous to environment. Whereas, sustainability from business perspective is the ability of an organization to ensure its business goals achievement and increase shareholder value in the long-term by integration of economic, environmental and social opportunities into its business strategies Wirtenberg *et al.* (2007). iXerv (2016) posited that sustainability in a talent management context is in reference to “organizations developing their future leaders, managers, specialists and employee from the talent potential within”. The study emphasized that it’s not solely about recruiting talents from outside of the company, but especially to be able to identify and subsequently promote and develop those employees who are already in the organization. According to Carter (2016), the idea of sustainable talent management is already gaining attention in some companies which are expecting more than a pay cheque and desire to make a positive influence on society. In today’s society, sustainable thinking and action has become an integral part, which is the reason why it’s not surprising that business strategies of some successful companies around the globe has put their focus on sustainability, and of course applies it to talent management Savitz and Weber, (2013). Meanwhile, the issue of sustainability in HRM has not been exhaustively investigated [18], most especially as it relates to talent management. Among today’s generation, there is awareness of its responsibility with reference to environmental and social aspect, and as a result, it’s not only earning and promotion opportunities that plays a decisive role in the selection of the employer, but also whether the company possess the culture of a good corporate citizen that understand sustainability as a part of their corporate culture.

Job satisfaction

Job satisfaction was termed as the employee's disposition to job which is refers to as the "sets of positive desires or positive feelings" which the employees exhibit towards their jobs Tash, Ali, & Ahmadzadeh (2016) This description of job satisfaction is similar to the one posited by Dunnette and Locke (1976) as "a pleasurable emotional state resulting from the appraisal of one's job or job experience". One of the reasons why job satisfaction gains such importance is that the concept is closely related to the health and productivity of employees. Work is an important part of human life. If a person spends a large part of his day at work and maintains a large part of his life in his work life, his job satisfaction is psychologically and mentally essential to be happy in his life. On the other hand, the most important element of the business is employees who create the business in a sense that manages the jobs. Human beings, which are both mediators and goals of organizations, are among the most important problems of management in achieving organizational efficiency. Although humans are an important factor, it is also the most difficult factor to be directed. In today's conditions, especially with the change in the quality of the labor force, the creativity of individuals becomes important as a result of globalization and increasing competition. Since individuals have higher expectations due to their professional and personal values, it is very difficult to be satisfied with their jobs Demirel & Ozcinar (2006).

Failure to provide job satisfaction will disappoint individuals. The gap in job satisfaction and taking a dislike to work will be the reason for low morale, low productivity and going to an unhealthy society. When we look at the results of the event in terms of business, the employee's unwillingness to go to work, leaving the organization, feeling of inadequacy, inability to cooperate, making mistakes in the work, the desire to leave the job, and situations such as making wrong decisions can be experienced Telman & Unsal, P. (2004). Job satisfaction is an attitude that results from the balancing of the whole range of desirable and undesirable experiences associated with work. In other words, job satisfaction can be expressed as the comprehensive, positive feelings that people feel about their work and the consequences of these feelings on people. Job satisfaction is affected by many factors and these factors are affected by social, cultural, environmental, individual and organizational environments (Akinci, 2002).

Organizational commitment

Different ideas abound in the literature on the definition of the commitment concept (Vural, Vardarlier, & Aykir, 2012). Yilmaz and Dil (2008) observed that the commitment concept was developed after the study of Kantor in 1970's, and subsequently in 1980's when American managers begun to study Japan companies that were perceived to be successful, which was owing to the loyalty of their labor, and thus the interest in studying the link between employee mobility and

commitment received greater attention in 1990's. Due to the different definition from diverse discipline on the commitment, the understanding of the term became challenging, as it keeps changing from day to day Vural, Vardarlier, & Aykir, 2012). In the work of Okechukwu and Raymond (2015), the stage in which an employee of a firm recognized a certain group with goals and decides to maintain the status a member of such group is termed "organizational commitment". In addition, Luthans (2002) describe organizational commitment as a strong willingness of an employee to be a member of such organization; the willingness to work hard in line with the organization aspiration; and, the willingness to accept the values and goals of the organization. This implies that all the behavior highlighted by Luthans (2002) reflects an employee's loyalty to the organization and the subsequent level in which the organizational members shows commitment to the organization, success, and the subsequent development. As for Vural, Vardarlier, & Aykir (2012), organizational commitment was described as the belief of an employee in organization's goals and value; willingness to endeavor for organization to achieve its goal; and, the employee desire to stay as a member of the organization. However, Kalra (2018) posited that survival of an organization is dependent on the employee's retention in the organization, as the organization is as powerful as the level of the employee's commitment to the organization. According to Yavus & Tokmak (2009), Allen & Meyer (1990) organizational commitment model was generally considered because it's composed of three components which are "affective, continuance and normative". Allen & Meyer (1990) described affective commitment to imply identification of employee by themselves with the organization and involvement to the organization. Continuance commitment is thought to be involved two main factors which are size and the number of individual's commitment without any alternative Allen & Meyer (1990). The normative commitment is developed if an employee sees his/her commitment to the organization as a duty and of the opinion that commitment to the organization is right (Gul, Oktay, & Gokce, 2008).

In-Service Training

In-service training is the process of gaining the skills and abilities necessary for the person to reach the performance level required by the job from the time of entry into the company. With the rapid change in our age, companies producing goods and services have to follow the innovations and keep up with them. Even if the necessary training has been obtained in educational institutions, the information obtained in vocational training is inadequate and constantly changing. Therefore, businesses have to follow the innovations and continue the training process (Yuksel, 2007). In-service training is given to individuals who are employed in the workplaces in order to gain the necessary knowledge, skills and attitudes on issues related to their duties Aydin (2005). In-service training is all of the training given by individuals or their community to carry out the tasks they undertake in the enterprise or the tasks they will assume to make more effectively and successfully.

In another definition, in-service training can be defined as the programs prepared and presented by the organizations in order to achieve the behaviors that can realize these goals or to contribute to the development of behaviors to the individuals that make up the organization in line with the organizational objectives (Ozturk & Sancak, 2007). In-service training lifelong education, rather than continuing throughout the professional life of an individual, is to provide a continuity and regular integrity to the educational activities that occur every moment of life Sabuncuoglu (1997). The purpose of in-service training can be briefly defined as performing production at the highest level at the lowest cost. In accordance with this basic economic purpose, Simsek and Oge (2012) add a number of sub-economic objectives namely: increase in quality, reduction in costs, saving time, reduction of waste, reduction in occupational accidents, ensuring work safety, rational use of machinery and equipment, decrease in personnel turnover, decrease in absenteeism, reduction in maintenance and repair costs, reduction in control and supervision, improvement in methods of doing business reduction in error rates.

Relationships between sustainable talent management, job satisfaction and organizational commitment

Several studies have developed different models, theories and framework to address the dynamism of talent management Kumar & Sankar, (2016). For instance, the model developed by Kumar and Sankar (2016) proposes five elements that revolve around talent management which includes “attraction, retention, motivation, development and succession planning”. Moreover, the Aarnio and Kimber (2016) model of TM states that a strong relationship exist between TM perspective on talent and strategy – where the similarities or dissimilarities of how an organization align its talent management is highly interrelated to the organization’s perspective on talent and its business strategy. In addition, Yusoff, Kian, & Idris (2013) observed that Herzberg *et al.* (1959) two factor theory addressed talent management as a component that contributes to the job satisfaction and dissatisfaction. A study revealed a 20% increase in the return on investment for companies that have applied talent management compared to their competitors which have not applied any talent management practices. Moreover the study showed a 38% increase in the return on investment over a five-year period when only the key components of talent management are combined and implemented (Collings, Scullion, & Caligiuri, 2018).

According to Tsui and Wang (2002), there is a relationship between employer and employee based on mutual exchange within the organization. They both would like to see the result of their contribution to their organization. It’s a relationship between economic and social exchange. From an economic point of view, the employee expects a monetary reward in return for giving his talent and time to the organization. Today, although employees are rewarded financially for the work they do, however the study’s result shows the economic dimension

of the job is less critical (Tsui & Wang, 2002). Non-economic dimensions are important for employees. According to a study, personal accomplishments, career development, meaningful and challenging jobs and mutual relations and justice with colleagues are important. Therefore, it can be said that it is easier to attract talented employees to institutions with such an organizational environment (Abazeed, 2018; Hicks, Carter, & Sinclair, 2014). The aging of the working population, and hence the retirement age will result in loss of knowledge which is very important for businesses, and consequently a decrease in competitiveness. To avoid this situation, his study suggests that knowledge transfer can be made from the existing workforce to the new workforce through talent management Claus (2013).

The study of Peel (2004) opined that mentoring an employee can assist an organization to improve the employee performance, enhance their strength, and achieve their satisfaction, quality customer services, efficient supervision and overall cost for each employee Neupane (2015). As for the study of Ragins, Cotton, & Miller (2006) management of employee talent has shown that if effectively managed, the employee will display job satisfaction, positive career attitudes and greater commitment to the organization Okechukwu, & Raymond, (2015) Meanwhile, the study of Lee and Bruvold (2003) demonstrated that efficient talent management practices are positively associated with productivity, decrease employee turnover and ensure organizational effectiveness. Hicks, Carter, & Sinclair (2013) opined that an employee will experience an improvement in their job satisfaction if the management of their talents if effectively managed so as to enable them to develop new work skills and efficiently deal with unforeseen events.

Several studies established relationship between talent management and organizational commitment (Abazeed, 2018; Malkawi, 2017). It was emphasized in the study of Bethke-Langenegger, Mahler, & Staffelbach (2011), that talent management exerts significant impact on job satisfaction and employee commitment which leads to organizational performance. Meanwhile, numbers of talent management practices like “job rotation and shadowing”, graduate development program”, high potential were found to positively relate to organizational commitment Kalra (2018). This view corroborates the study of Vural, Vardarliier, & Aykir (2012) which argued that a positive relationship between talent management and organizational commitment exists and concluded that types of company determines which talent management practices to be applied. In addition, Mahal (2012) also found HR practices as a determinant for organizational commitment, which was corroborated by Nobarieeidishe *et al.* (2016) who examined the influence of talent management on organizational commitment and revealed that a positive and significant relationship exists between components of talent management and dimensions of organizational commitment. Similar result was established by Abazeed (2018) and Halvali and Ejlali (2015) who revealed that employee acquisition and management has a significant influence on organizational commitment.

Some studies also reveals that training positively influence employee job satisfaction (Karuri & Nahashon, 2015; Hanaysha, & Tahir, 2016; NareshBabu, Suhasini, & Narayanappa, 2017; Hafez *et al.*, 2017), and can enhance employee retention Hafez *et al.* (2017) and Asiedu-Appiah, Kontor, & Asamoah (2013). Similar result was established in other studies (Hanaysha & Tahir, 2016; NareshBabu, Suhasini, & Narayanappa, 2017; Hafez *et al.*, 2017; Kossivi, Xu, & Kalgora, 2016; Adesola, Oyeniyi, & Adeyemi, 2013; Asiedu-Appiah, Kontor, & Asamoah, 2013), while the study of Farahbod and Arzi (2017) found no influence of training on the job satisfaction. But, Hanaysha and Tahir (2016) opined that training can only be effective and increase employee job satisfaction if the in-service training fulfill their needs, if the employee perceived it to be beneficial, applicable to the job and meet the desire of the employees, otherwise it be non-effective and non-advantage. According to Deery (2008), provision of in-service training enhances employee retention and their commitment to the organization. This was supported by Gul, Akbar, Jan (2012) who suggested that provision of training for the employee by an organization for them to learn new things would increase their dedication to the organization and become a trustworthy workforce. Similar opinion was shared by Yew (2011) and Chaudhary and Bhaskar (2016) that training will increase employee satisfaction through provision of career advancement and opportunity for their development. In addition, some studies found that employees who perceived diversity in training to be effective were revealed to be more committed to their firm and gets more satisfied than those who feels the training is effective (Yap *et al.*, 2010).

The illustration above has demonstrates the linkage between talent management, job satisfaction, organizational commitment and in-service training. However, most of the literature focused less on the sustainability of the talent management as the dynamism and competitive of today's business environment was not considered. Also, the mixed result on the influence of training as it affects the employee's commitment and satisfaction in respect of whether it is beneficial to them or not. Thus, study aimed to fill the gaps by investigating the influence of talent management on employee satisfaction and their commitment to the organization, with the moderating influence of in-service training. Therefore, the following hypotheses are suggested:

H1: There is a positive relationship between talent management and job satisfaction

H2: There is a positive relationship between talent management and organizational commitment

H3: Employee's perception on in-service training moderate the relationship between talent management and job satisfaction

H4: Employee's perception on in-service training moderate the relationship between talent management and organizational commitment

Methodology

This study propose that the sustainability of talent management will exert influence on employee job satisfaction and their commitment to the organization, with the evaluation of the in-service training that is been provided by the organization. In this study, we contends that a talent management which goes beyond the attraction of talent to the organization, but also has the capacity to maintain and retain the talented employee (sustainable talent management), will positively influence employee satisfaction and their commitment to the organization. In addition, we also hypothesized that the perception of the employee on the in-service training (beneficial or not beneficial) will moderate the influence of talent management on both job satisfaction and organization commitment.

Study Instrument

The model for this study was measured with three constructs: talent management (TM), job satisfaction (JS), and organizational commitment (OC). The items for each of the construct were adapted and modified from previous studies, and were scaled on 5-point Likert scale. Talent management was measured with eleven items that were adapted from Jayaraman, Talib, & Khan (2018) (see appendix for details). As for job satisfaction, it was measured with twenty items which were from Weiss, Dawis, & England (1967) while organizational commitment was also measured with fourteen items that was adapted from Allan and Meyer, 1990). Lastly, the perception of the employee on the beneficial of in-service training was utilized as the moderating variable.

Data measurement and procedure

The sample size of this research consists of enterprises on textile, automotive, logistics and pharmaceutical sectors, which are applying talent management and in-service training. The reason for selecting these four sectors in particular is, the importance of these four industries in Turkey's economy and employment related to the number they provide. The institutional structures of large enterprises operating in these sectors are designed to help them adopt and implement talent management and in-service training approaches. The research was conducted in 32 enterprises in four sectors. It is estimated these 32 enterprises have around 2500-3000 employees in total. This number represents the target population of the research. The sample size was selected in line with the recommendation of Gill, Johnson, & Clark (2010), thus 601 questionnaires were administered out of which 575 were retrieved and utilized for further analysis. From the descriptive analysis of the data, 37.6% of the participants are female, while 59.9% are male. 44.9% of the respondents are in the 26-30 age groups. This is followed by the 31-35 age groups with 26%. Therefore, the majority of the participants are young people.

50.6% are married and 47.9% are single which shows that the majority of the participants are married. 45.1% have graduate education degree. This is followed by those who have post-graduate education with 37.3%. In general, the majority of the participants are university or master's and doctorate graduates. 40.9% of them work in their units for 1-5 years. 21.1% of the participants worked in their own units for 5-10 years and 19.5% of the participants worked in their own units for 10-15 years. However, the majority of the participants have short work experience. 50.4% of them work outside the units mentioned above. 13.8% of the participants are in technical support, 7% in human resources, 6.5% in production, 5.5% in accounting, 5.2% in R & D, 4.2% in marketing and 4.2% 3,5 of them work in the finance department. 35.9% are responsible officers, 28.3% are experts, 17.6% are managers, 8.2% are assistant experts and 4% are senior managers. Lastly, other descriptive analysis as presented in *Table 1* reveals the mean, standard deviation and correlations among the variables.

Data analysis

Our study employed “partial least square-structural equation modeling” (PLS-SEM) to assess the research model and test the proposed hypotheses with the path-weighting scheme. Dijkstra (2010) argued that path-weighting seems to be preferable due to its highest precision of R^2 value for endogenous latent variables, and its general applicability to for all PLS path model specifications and estimations. The adoption of this technique was in line with Petter (2018), who posited that PLS-SEM is the most suitable for prediction, especially when some normality assumptions are violated by the model. The data was processed with SmartPLS 3, and the constructs properties were evaluated through factor loading for the items Dijkstra (2015), including composite reliability (Nunnally & Ira, 1994), average variance extraction (Henseler, 2017), variance inflation factor (VIF) (Henseler, 2017), and discriminant validity of the construct by examining it through Fornel-Larcker criterion (Fornell & David, 1981) and Heterotrait-monotrait ratio (HTMT) (Henseler, Hubona, & Ray 2016), and the model fitness was examined with the chi-square (χ^2), Normed Fit Index (NFI), and “standardized root-mean square residual” (SRMR). Subsequently, the structural construct of our study was examined, and the data was resampled to 5000 for bootstrapping so as to obtain accurate estimates of the p-value for our estimated coefficients (Zhang & Savalei, 2017). In order to test the perceived benefits of the in-service training moderating influence on the relationships between the constructs in the model, “multi-group analysis” (MGA) was employed. MGS was employed in line with Henseler and Chin (2010) who posited that MGA is a special case of modeling continuous moderating impacts.

Table 1. Mean, Standard Deviation, and Correlations among the observed variables

Variable	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.61	.487											
2. Age	2.10	1.355	.18**										
3. Marital Status	1.49	.500	-.22**	-.49**									
4. Education level	4.14	.870	-.10*	-.030	.11**								
5. Working hour	2.07	1.123	.26**	.61**	-.44**	-.09*							
6. Department	7.04	2.682	.021	.033	-.061	.055	.068						
7. Position at work	2.77	1.442	-.11**	-.05*	-.027	-.066	-.020	.045					
8. Content of in-training	1.84	.365	.008	.062	-.11**	.003	.084*	.060	.059				
9. Training beneficial	1.17	.379	.006	-.036	-.006	.038	-.010	-.039	.013	.010			
10. Talent mgt.	3.683	.706	-.02	-.008	-.004	.17**	-.017	.090*	-.006	.17**	-.11**		
11. Job satisfaction	2.652	.540	-.016	.030	-.067	-.019	.008	.029	-.046	.018	-.23**	.25**	
12. Org. commitment	3.141	.622	.023	-.003	-.052	-.12**	.024	.050	-.008	-.013	-.17**	.21**	.54**

Note: S.D = standard deviation; **, * denotes 1% and 5% confidence level respectively

The results as presented in *Table 2* shows only the items that were found loading above threshold of 0.5, while others were dropped before further analysis. The result as presented in *Table 2* reveals that most of the items loadings for all the constructs has a loading factors that are greater than the threshold of 0.70 (Dijkstra, 2010) except two items in job satisfaction construct and two items in organizational commitment construct. Meanwhile, the items were sustained and accepted in line with the argument of some authors that items loading between 0.50-0.60 can be accepted. The Cronbach's alpha for all the constructs are above 0.70 thresholds (Henseler & Chin, 2010) which are 0.927, 0.87 and 0.912 for STM, JS and OC respectively. The CR value as presented in *Table 2* which are all above 0.70 (Nunnally & Ira, 1994) implies that our scaled items were internally consistent. The AVE value which are 0.576, 0.52 and 0.619 for STM, JS and OC respectively were above 0.50 cut-off point as suggested by Henseler (2017) is an indication that the dominant factors out of a set of our indicators were extracted. In addition, in order to evaluate the significant and substantial contributions of all the items in the model, VIF was utilized to show the sign and strength of the indicators weights (Henseler, Hubona, & Ray, 2016). The result as presented in *Table 2* reveals that none of the items has the VIF value that is less than 1 and not greater than 5 as suggested by Henseler, Hubona, & Ray (2016).

Table 2. Psychometric properties of the constructs

Items	Loadings	Cronbach'a alpha	Composite reliability	Average Variance Extracted	Variance inflation factor
Talent Management		0.927	0.937	0.576	
TM1	0.752				2.478
TM2	0.77				2.508
TM3	0.797				2.532
TM4	0.737				2.088
TM5	0.735				2.091
TM6	0.82				2.535
TM7	0.793				2.229
TM8	0.721				2.012
TM9	0.733				2.092
TM10	0.759				2.181
TM11	0.729				1.826
Job satisfaction		0.87	0.896	0.52	
JS1	0.74				2.591

JS2	0.736				2.504
JS3	0.7				1.534
JS4	0.634				1.637
JS5	0.762				2.323
JS6	0.763				2.151
JS7	0.69				1.558
JS8	0.734				1.747
Organizational commitment		0.912	0.928	0.619	
OC1	0.691				1.818
OC2	0.793				2.047
OC3	0.866				3.165
OC4	0.828				2.699
OC5	0.855				3.208
OC6	0.83				2.821
OC7	0.71				1.791
OC8	0.699				1.684
Model fit statistics: SRMR = 0.056, $\chi^2 = 1380.078$, NFI = 0.85					

Moreover, the discriminant validity of our model constructs were examined through Fornel-Larcker criterion (Fornell & David, 1981) and heterotrait-monotrait ratio (Henseler, Hubona, & Ray, 2016) with the aim of examining the degree of constructs distinctiveness from each other in the model. The Fornel-Larcker criterion is examined by comparing the square root of the AVE of every construct with the correlation coefficients among the construct, where the latter should be lesser than the former (Fornell & David, 1981). Our result as presented in *Table 4* shows that the assumption of Fornel-Larker (1981) was not violated. The confirmation of the discriminant validity of our contrast was indicated in the HTMT value that was presented in *Table 4*. The HTMT was developed in response to the shortcomings of Fornel-Larcker criterion (Fornell & David, 1981). Henseler, Ringle, & Sarstedt (2015) suggested that an HTMT value of the construct that is less than 0.90 is an indication of the discriminant validity of latent variable.

Table 4. Discriminant validity of the construct

	Fornel-Larcker criterion			Heterotrait-monotrait ratio	
	Job Satisfaction.	Organizational commitment	Talent management	Job satisfaction	Organizational commitment
Job satisfaction	0.721				
Org. commitment	0.579	0.787		0.665	
Talent Management.	0.216	0.19	0.759	0.221	0.185

Results

Subsequent to the assessment of our model measurement, which shows the appropriateness of our measurement, the model structural testing was performed. In the first place, our data was resampled to 5000 samples for bootstrapping which is in line with Zhang & Savalei (2017), in order to establish the significance of the path coefficients. The model fit statistics as presented in Table 2 shows that SRMR value (0.056) of our model which is less than the cut-off point of 0.08 as recommended by Henseler, Hubona, & Ray (2016) indicate the suitability of our model. Though, NFI is suggested by Henseler, Hubona & Ray (2016) for evaluating model fitness, which the study suggested that the closer the NFI value to 1, the better the model. But sound a note of warning that, researcher should exercise caution in using NFI because it is still rarely used.

In order to determine the significance of our hypotheses, the model structural testing results as presented in Table 5 reveals that hypothesis 1 which posits to determine the positive relationship of talent management to job satisfaction. The result shows that talent management has a positive and significant relationship with job satisfaction ($\beta = 0.216$, $t\text{-value} = 4.87$, $p\text{-value} < .01$). Therefore, H1 is supported and conclude that a change in talent management will positively influence some changes in the employee job satisfaction. Similarly, H2 which states that there is positive relationship between talent management and organizational commitment was confirmed to be true in reference to the result presented in Table 5 ($\beta = 0.19$, $t\text{-value} = 4.936$, $p\text{-value} < .01$). Thus, hypothesis 2 is accepted and concludes that talent management will positively influence the employee commitment to their organization.

Table 5. Structural model testing

Hypothesis	Interaction	Path coefficient	Standard Deviation	T statistics	P Value	Decision
H1	Talent Mgt -> Job satisfaction	0.216	0.044	4.87	0.0000	Supported
H2	Talent Mgt -> Org. commitment	0.19	0.039	4.936	0.0000	Supported

Moreover, the moderating influence of the employee perception on the in-service training in the relationship between talent management and job satisfaction (H3), and organizational commitment (H4), were examined using multi-group analysis. The result as presented in Table 6 in respect of H3 reveals that the path coefficient of the difference between those employee that consider the in-service training to be beneficial and not beneficial is negative, with the t-value of 3.086 and p-value <.01. This implies that the perceived benefit of the in-service training among the employee significantly moderate the relationship between talent management and job satisfaction. Therefore, H3 is supported and conclude that the influence of talent management on job satisfaction will be moderated by their perception on the benefit of the in-service training. Similarly, the result for hypothesis 4 show that the relationship between talent management and organizational commitment is moderated by the employee perception on the in-service training ($\beta = -.52$, $t\text{-value} = 3.385$, $p\text{-value} < .01$). Therefore, a hypothesis 4 is supported and concludes that the influence of talent management on organizational commitment will be moderated by their perception on the in-service training.

Table 6. Multi-Group Analysis for moderating influence of In-training

Hypothesis	Interaction	Path Coefficient Diff. (In-training beneficial VS In-training not beneficial)	t-Value	p-Value
H3	Talent Mgt. -> Job satisfaction	-0.462	3.086	0.002
H4	Talent Mgt. -> Org. commitment	-0.52	3.385	0.001

Discussion

The uniqueness of our study from the previous studies is in its deployment of PLS-SEM and MGA for the analysis. Also, the study focus was to investigate the influence of talent management on the job satisfaction and organizational commitment which have not been exhaustively investigated empirically in the literature. In addition, the in-service training influence was moderated on the relationship to understand the perception of the employee on the benefits of the in-service training as it affects the impact of talent management on their job satisfaction and commitment to the organization. The manufacturing companies in Turkey like every other organization all around the globe are facing the challenges of acquisition and retaining talented employee. Whereas, the talent management has gone beyond mere recruiting talents from outside, but be able to identify and subsequently promote and develop employee that are within the organization (Sparrow & Makram 2015), which in response to today's dynamic business environment, the issue of sustainability should be incorporated into the management of talented employees (Claus, 2019).

The theoretical implication of our study is specifically the investigation of talent management influence on job satisfaction and organizational commitment through the moderating influence of in-service training, and applied it to some selected companies that are major contributors to Turkish economy. The result of the study which established the significance of the relationship between talent management and job satisfaction provides deeper understanding on how a talent management practice that is sustainable can contribute to the employee job satisfaction and their commitment to the organization. The demonstration of positive and significant influence of talent management on job satisfaction in our study is in agreement with some previous studies (Yusoff, Kian, & Idris, 2013; Ragins, Cotton, & Miller, 2000; Kalra, 2018; Peel, 2004; Bethke-Langenegger, Mahler, & Staffelbach, 2011; Hicks, Carter, & Sinclair, 2013). Even though, these studies employed talent management and not sustainable talent management in their studies, the agreement among them was that companies should increase and integrates some policies and procedures of HRM which are relevant to attracting the talents, alignment, retaining the talents and develop them.

As for the significance of the relationship between talent management and organizational commitment, our results is in agreement with some earlier studies (Abazeed, 2018; Ragins, Cotton, & Miller, 2000; Vural, Vardarlier, & Aykir, 2012; Malkawi, 2017). This is an indication that company managers should implement a talent management practice that is sustainable, so that the employee commitment to the organization will be increased. In addition, the significance of the moderating variable (in-service training) is an indication that the managers of the companies in Turkey should tailor the in-service training in such a way that the needs of the employees will be accommodated, as the results shows that the difference in the employee perception on the in-service training significantly moderates the

influence of talent management on job satisfaction and employee commitment to their organization.

In today's global economic conditions, the internationalization of commercial activities has increased competition among firms. Businesses should also keep pace with developments and changes in technology and other areas and close the gap between competitors. Under these circumstances, the most important input of production, human resources, should be managed in the best way and skills should be developed and the missing parts should be supported with in-service training. Providing in-service training in order to make the best use of the capabilities of the human resources and to develop their skills will increase the competitiveness of the enterprises under increasingly dynamic competition conditions.

The effective and efficient implementation of talent management that is sustainable will also prevent uncertainties that may arise if the strategic positions in the business are unexpectedly vacated. On the other hand, implementing sustainable talent management practices is necessary but not sufficient for businesses in a competitive environment. Once the right skills are found and placed in the right positions within the business, the most important issue to be considered should be the retention of skills and the development of these skills through training. Along with the development of talent management practices and talents, it is necessary to mention the effect of employees on job satisfaction and commitment to the organization. As it is known, job satisfaction arises from the coincidence of the work done and the achievements of the employee with the needs and personal value judgments. The values and priorities of the employees differ just like their abilities. Therefore, it is possible for employees with different skills in different positions to obtain different satisfaction from a particular situation.

As long as the employees have the job they want and the knowledge and skills required by this job, they will be more productive in the working environment and their organizational commitment will increase. In this sense, employees who are trained and developed in line with their talents as a result of talent management practices will develop the perception that their businesses invest in them and will not show a tendency to leave their businesses. Talented employees will be able to perceive the organizational support of businesses applying talent management. For the enterprise, this situation will positively affect the performance, competitiveness and intellectual capital of the enterprise. While underlining the importance of sustainable talent management practices and retention of talents, job satisfaction and commitment to the organization are mentioned. Job satisfaction arises from the overlap with the needs and personal value judgments of the employee's work and achievements. The values and priorities of the employees differ just like their abilities. Therefore, it is possible for employees with different skills in different positions to obtain different satisfaction from a particular situation. Job satisfaction of employees who have the perception that their talents are recognized by their enterprises will be positively affected. The contribution of the employees with high job satisfaction to the success of the enterprise will be inevitable. Employees can

be more productive in the work environment as long as they have the job they want and the knowledge and skills they require.

Conclusion

Sustainable talent management seems to be a novel approach for dealing with employee issues, most especially in today's competitive and dynamic business environment that every organization is striving to achieve sustainable competitive advantage over their competitor in the market where they operates. This is the more reason why this study investigates the impact of talent management on the job satisfaction and organizational commitment, with the moderating role of in-service training. This study therefore concludes that talent management positively and significantly influences employee's job satisfaction and their commitment to the organization, while the role of in-service training was found to significantly moderate the relationship.

The managerial implication of this study is for the managers in manufacturing companies in Turkey to focus their attention more on not only the implementation of policies on employee's attraction, retention and sustained, but more on how the policies will be sustainable. In addition, if these policies are effectively and efficiently implemented, it is clear from our findings that the employee will be satisfied and also be committed to the organization. Moreover, the in-service training should be among the manager's priority. This becomes imperative as a result of our finding which shows the moderating effects of the employee's perspective on the benefit of the in-service training. Thus, the managers should ensure that not only that the in-service training impacts on the organization, but should also contributes to the employee personal development.

Sustainable talent management has a potential to be an active strategy for strengthening the company competitive position and its brand. More so, if an organization desires to manage its talents in a right manner, it must apply a management approach that is sustainable which will motivate them to enhance their job satisfaction and also encourage them to be more committed to the organization, which at the long-run enable the organization to achieve their goals. In summary, a talent management that is sustainable is an important aspect in the filling of significant positions that will ensure the organization's competitiveness, and in most cases, decrease the cost of recruitment if the talent pool is both a quantitative and qualitative combination of corporate strategy and human resources processes.

Recommendations

This study would suggest that future research should expand the research diameter to further explore the dimensionality of sustainable talent management on the job satisfaction and organizational commitment. In addition, mediating influence of the in-service training would be worthy to be investigated, and lastly, the category of the organization should be incorporated into the model for a better understanding of the company's characteristics.

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