Impact of Talent Management on Knowledge Sharing by Mediating Organizational Citizenship Behavior

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ABSTRACT

The purpose of this study was to investigate the effect of talent management on knowledge-sharing by mediating organizational citizenship behavior. The research is a descriptive - survey research. The statistical population includes passengers of hotel Biltmore in Tbilisi Georgia. Due to the fact that the volume of the society is unclear, the sample size is considered equal. The sample method is also available. In this study a questionnaire was used. In relation to validity, content validity and reliability, alpha Cronbach's method was used. The k-s test was used to check the normality using SPSS software and structural equation modeling and path analysis by LISREL software. The results showed that talent management has a significant effect on knowledge sharing through mediating organizational citizenship behavior. As stated, organizational citizenship behavior is spontaneous and conscious that promotes the effectiveness and efficiency of the organization. Although citizenship behavior is manifested in the individual, it is under the influence of organizational culture. In addition to individual and group variables, organizational variables such as structure, culture, strategy, size, technology and also organization environment affect the level of citizenship behavior in the organization. Therefore, we face a system approach with three variables that individual variables as input variables, and group and organizational variables as process variables in the workplace, are the ones that affect behavior. It is obvious that what has more influence on these factors will also influence citizen behavior. As mentioned, talent management ensures that appropriate people are placed at the right place.

Preface

Today, in different countries, managers are eager to create knowledge management strategies in order to benefit from its beneficial results. One of the most common and common processes in different structures introduced for knowledge management is knowledge-sharing. One of the main objectives of managers is to improve knowledge sharing among individuals within the organization and also between individuals and organizations in order to create competitive advantage. Knowledge sharing is known as a positive force in creating innovative organizations. Knowledge sharing is a set of behaviors that lead to information exchange with help to others. In other words, knowledge sharing is known as a set of opinions and behaviors in knowledge exchange which leads to the development of learning among different people or in any organization. So the concept of talent management is becoming more important in organizations every day. In fact talent management is defined as a system for identifying, hiring, cultivating, upgrading and maintaining talented individuals, with the aim of optimizing the organization's ability to achieve the business outcomes. Talent management refers to the process through which the organization's human talents are identified for tenure and key positions in the future, and are prepared through a variety of vocational and educational programs to handle these jobs. Talent management is appropriate to describe the concept and integrate HRM practices with the goals of recruitment and retention of the right people to key stakeholders at the appropriate time. (James et al. 2006). On the other hand, totally transformed, increased competition and the necessity of organization effectiveness in such circumstances has revealed the need for a valuable

generation of employees more than before. These people in organizations exhibit behaviors that are considered as organizational citizenship behaviors. Organizational citizenship behaviors, as voluntary behaviors and employee engagement, have a significant impact on individual and organizational performance and place employees in a situation that voluntarily perform tasks beyond their roles and job descriptions. Organizational citizenship behavior is commonly defined as: "voluntary individual behaviors that are the official duties of employees cannot be identified directly or explicitly by formal reward systems but improve the overall effectiveness of the organization. Studies show that research with this title by considering these variables has not been done in this time and place and its dimensions are unknown. So in this research we will answer this fundamental question that what impact the management has on knowledge sharing through mediating organizational citizenship behavior?

Research background

Study the relationship between talent management and organizational justice (case study: police command of Hamedan province); the results showed that distributive justice has positive and significant relationship with other dimensions of talent management other than learning and training of human resources. Also, procedural justice has a positive and significant relationship with selection and implementation, performance management, compensation system, compensation based on performance and succession planning(saidi et al., 2013). Interactional justice has a positive and significant relationship with selection and implementation, performance management, compensation system, compensation based on performance and succession planning. Soltani and al. (2006) investigated the mediating role of social capital on the relationship between talent management and knowledge sharing in the

organization (case study : the staff of Iran national oil company and subsidiaries based in Tehran . data processing by using structural equation modeling suggests that the moderating role of the studied variable on the relationship between the dimensions of knowledge sharing and talent management is confirmed . this finding means that emphasizing on social capital and observing it by organizations can lead to the effect of each variable of knowledge sharing and talent management on successful implementation of the other in the organization. But knowledge sharing does not affect intellectual capital, so knowledge sharing has no indirect effect on talent management through intellectual capital. It can be concluded that intellectual capital has not a positive effect on the influence of knowledge sharing on talent management. In his research as the extension of talent with the integrated mechanism of development of knowledge sharing on knowledge sharing and talent development. On the basis of preliminary research from the study of learning experience and career development, it is found that the combination of a social mechanism of knowledge sharing with talent development programs motivated support on learning and development. This mechanism can be used to facilitate knowledge sharing and talent development at the organization level.

Assumptions and conceptual model of research

i. Talent management has a significant impact on knowledge sharing through mediating organizational citizenship behavior.

ii. Talent management has a significant impact on organizational citizenship behavior.

iii. Organizational citizenship behavior has a significant effect on knowledge sharing.

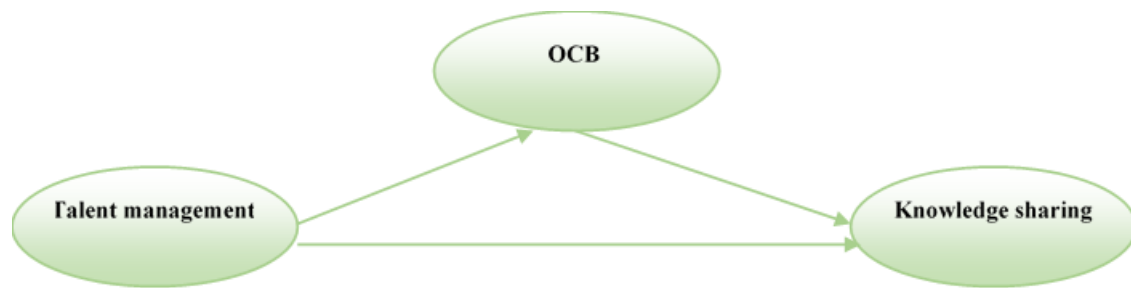iv. Talent management has a significant impact on knowledge sharing.

Figure 1: Conceptual model of research

Research Method

The research is a descriptive - survey research. The statistical population includes passengers of Biltmore hotel in Tbilisi, Georgia. Due to the fact that the volume of the society is unclear, the sample size is considered equal. The sample method is also available. In this study a questionnaire was used. In relation to validity, content validity and reliability, Cronbach's alpha method was used. The k - s test was used to check the normality using SPSS software and structural equation modeling and path analysis by LISREL software.

Data Analysis

H0: h0 is the normal distribution (does not exist between objects).
H1: Data do not have normal distribution (between data, abnormal data).

Table 1. Review of questionnaire data distribution (K - S)

All questions of the questionnaire	Normal Distribution Indicators	
384	Sample Volume	
3.8843	Average	Parameters
1.139756	Scale deviation	Normal distribution
2.599	K-S	
.359	Level of test SIG	
It is normal.	Test Result	

The significance level of all variables is greater than the test or fault level (0.05), so the distribution of all variables is normal so there can be use of LISREL software for structural equations and path analysis.
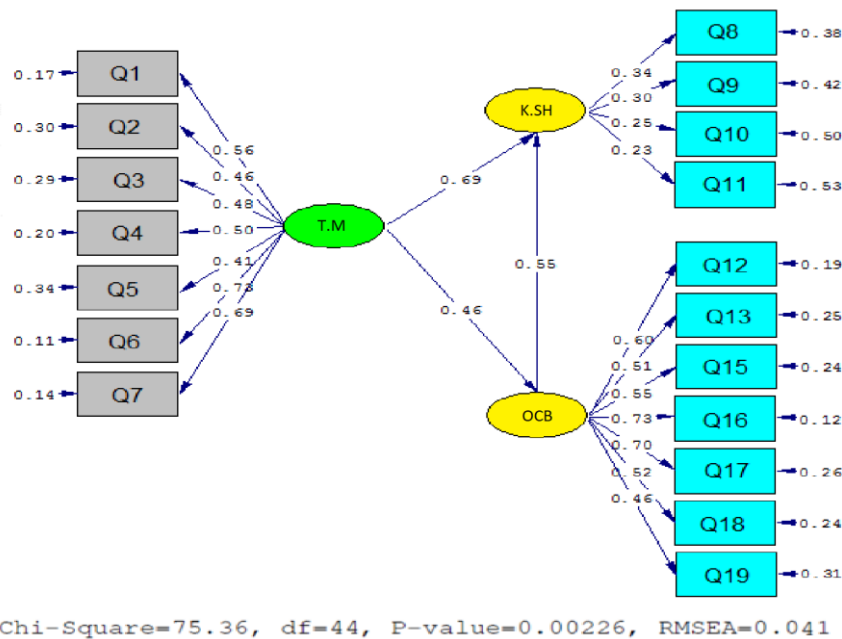
Chi-Square=75.36, df=44, P-value=0.00226, RMSEA=0.041

Figure 2: Structural equation modeling in standard estimation mode

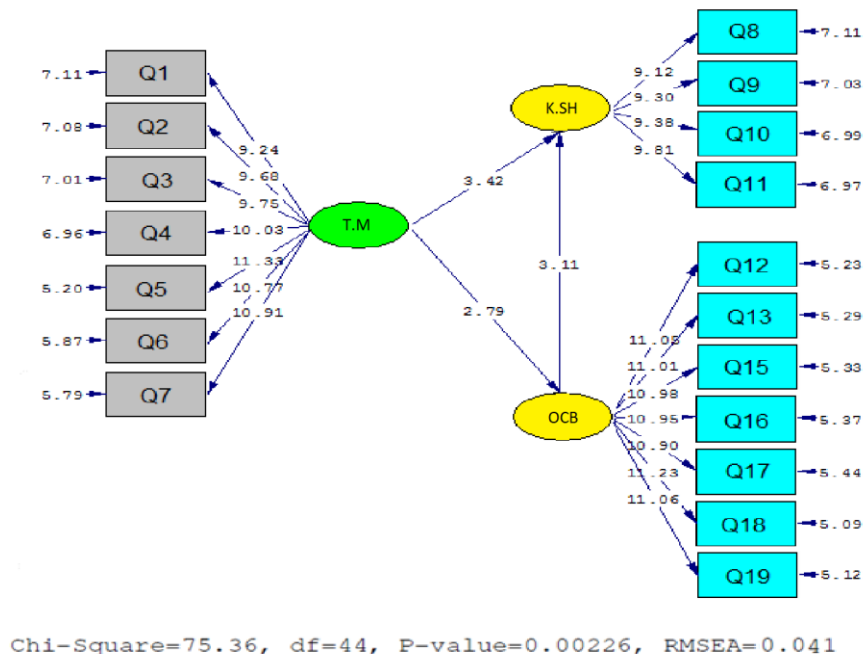Chi-Square=75.36, df=44, P-value=0.00226, RMSEA=0.041

Fig. 3: Structural model in the mode of significant coefficients

In testing hypotheses by using structural equation model, software soft output indicates the suitability of the structural model to test the hypotheses (the ratio of df to df subgroup and the χ^2 value is appropriate and low. The effectiveness of the structural model is also satisfactory. In other words, the observed data is much in accordance with the conceptual model of the research. The amount of gfi , agfi and nfi are equal to 0.93, 0.93, respectively, and the values of gfi , agfi and nfi indicate the appropriate fitting of the model. Secondly, the values of the path coefficient and t statistic are indicative and all hypotheses have been confirmed and the results of the subsidiary hypotheses are shown in the following table:

Table 2: Path analysis of the relationship between research variables

outcome hypothesis	t	Coefficient	Path test path	hypothesis
OK	3.42	.69	Talent management has a significant impact on organizational citizenship behavior.	١
OK	2.79	.46	Organizational citizenship behavior has a significant impact on knowledge sharing.	٢
OK	3.11	.55	Talent management has a significant impact on knowledge sharing.	٣
OK	5.90=2.79+3.11	./253=./55*./46	Talent management has a significant impact on knowledge sharing by mediation by organizational citizenship behavior.	4

CONCLUSION AND RECOMMENDATIONS

According to the findings of similar research by Farh et al (2004) on the influence of knowledge sharing from elements of altruism, generosity, workplace conscience. This study also confirms the results of Cowham's research on the effect of civility on knowledge sharing with less degree.

As stated, organizational citizenship behavior is spontaneous and conscious that promotes the effectiveness and efficiency of the organization. Although citizenship behavior is manifested in the individual, it is under the influence of organizational culture. In addition to individual and group variables, organizational variables such as structure, culture, strategy, size, technology and also organization environment affect the level of citizenship behavior in the organization. Therefore, we face a system approach with three variables that individual variables as input variables, and group and organizational variables as process variables in

the workplace, are the ones that affect behavior. It is obvious that what has more influence on these factors will also influence citizen behavior. As mentioned, talent management ensures that appropriate people are placed at the right place. Conclusion and suggestions are as bellows:

Conducting training courses and engaging the managers and employees with the concepts of knowledge sharing and organizational citizenship behavior, and the benefits and consequences of such behaviors for themselves and organizations.

The organization's management effort to encourage employees to develop friendly and charitable behavior with an emphasis on the national culture to share them with each other without considering their eyes.

Creating a friendly and coherent atmosphere and encouraging cooperation between management and staff in the organization to promote the civility and generosity of individuals to avoid carrying out

abusive behaviors to the organization and other colleagues.

Collaboration with Scientific - Research Centers such as scientific associations to establish knowledge interactions and to keep employees in knowledge centered and knowledge management research.

Creating transparency in information and improving the business conscience and the atmosphere of trust in enhancing the sense of involvement in the organization.

The use of flexible structures and management systems is appropriate based on different working groups to facilitate the informal communication of the organization.

Using modern communication tools such as internet and intranet to communicate in knowledge - based and knowledge sharing activities.

The hotel authorities are advised to manage talent and operational by establishing a proper system of attraction, development and maintenance of talented employees. Finally, the development of new educational programs, the use of personal performance appraisal and examination of the history, personality and education of individuals to identify talents and provide them with sufficient and necessary authority to provide them, creativity and innovation are recommended by employees.

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