

Araştırma Makalesi / Research Article

THE ROLE OF ORGANIZATIONAL COMMITMENT IN THE RELATIONSHIP OF STRATEGIC TALENT MANAGEMENT AND SUSTAINABLE COMPETITIVE ADVANTAGE

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STRATEJİK YETENEK YÖNETİMİ VE SÜRDÜRÜLEBİLİR REKABET AVANTAJI İLİŞKİSİNDE ÖRGÜTSEL BAĞLILIĞIN ROLÜ

Abstract

The purpose of this research is to reveal the relationship between strategic talent management and sustainable competitive advantage and to investigate whether the organizational commitment plays a role in this relationship or not. This is a quantitative research based study that includes 3 parts. First part of the study includes literature review, the second part includes the data analyses and the last part of the study includes the results and discussions.

The data collection tool of the study is a questionnaire obtained from a total of 391 managers from 126 hotel enterprises. The data was analysed in SPSS and AMOS program. It has been determined that strategic talent management has a significant effect on sustainable competitive advantage and organizational commitment, strategic talent management has a significant effect on organizational commitment.

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Öz

Bu araştırmanın amacı, stratejik yetenek yönetimi ile sürdürülebilir rekabet avantajı arasındaki ilişkiyi ortaya çıkarmak ve örgütsel bağlılığın bu ilişkide bir rol oynayıp oynamadığını araştırmaktır. Bu, 3 bölümden oluşan, nicel araştırmaya dayalı bir çalışmadır. Çalışmanın ilk bölümü literatür taramasını, ikinci bölümü veri analizlerini, son bölümü ise sonuçları ve tartışmaları içermektedir.

Araştırmanın veri toplama aracı, 126 otel işletmesinden toplam 391 yöneticiden alınan anketlerdir. Veriler SPSS ve AMOS programında analiz edilmiştir. Stratejik yetenek yönetiminin sürdürülebilir rekabet avantajı ve örgütsel bağlılık üzerinde önemli etkisi olduğu, stratejik yetenek yönetiminin örgütsel bağlılık üzerinde önemli etkisi olduğu belirlenmiştir.

Anahtar kelimeler: Stratejik Yetenek Yönetimi, Sürdürülebilir Rekabet Avantajı, Örgütsel Bağlılık.

1. Introduction

The core purpose of this research is to investigation the relationship between strategic talent management and sustainable competitive advantage in hotel industry and to determine the mediating role of organizational commitment in this relationship. In this context, the research consists of three parts. In order to build a theoretical background for the research, the relevant literature was researched and in the first part of the study, the related literature was analysed conceptually.

In the second part of the study, the questionnaires created by adhering to the literature were applied to the senior and mid-level executives of 4 and 5 star hotel businesses operating in Istanbul. Data could not be collected from all hotels due to the busyness of the industry and the time allocation problems experienced by managers in the process of survey application. The questionnaires were applied face to face by meeting the managers who responded positively to our request. In this study, which was completed in the form of quantitative research, data was collected from 391 managers from 126 hotel enterprises. These data were analysed and reported in SPSS and AMOS program. In the analysis process, the means, standard deviations and correlations of the data obtained from the participants were examined, and the mediating effect of organizational commitment was investigated through regression analysis, which is the second stage of the analysis, by conducting a confirmatory factor analysis.

In the significance of the research, it has been determined that strategic talent management has a significant and positive effect on sustainable

competitive advantage and organizational commitment, strategic talent management has a significant and positive effect on organizational commitment, and organizational commitment has a partial mediating role in the impact of strategic talent management on sustainable competitive advantage.

Considering that the hotel business is among structures whose development processes continue and considering the limitations of the number of studies investigating the relationship between strategic talent management, competitive advantage and organizational commitment in the hotel industry, in terms of the scope and results of this study, it can be stated that it is a research that contributes to the literature as well as contributing to the literature in terms of explaining the relationship between strategic talent management and competitive advantage of the hotel enterprises and the mediation role of organizational commitment on this relationship.

2. Literature review

In this section, the literature on the concepts of strategic talent management, sustainable competitive advantage and organizational commitment is examined to create a conceptual background.

2.1. Strategic Talent Management

As it is told in the study of Çelik (2019) from the time when a group of McKinsey specialists coined the expression the War for Talent in 1997, the topic of talent management has received a remarkable degree of practitioner and academic interest in the whole world (see Michaels et al., 2001). The concept of talent is defined in the related literature as the success of a person to think, feel and behave productively (Buckingham & Vosburgh, 2001). Although the concept of talent is defined as a quality in terms of being able to do something or to understand something, it is also explained by the innate and existing adaptive power and potential in businesses (Altınöz, 2009). Talent is a concept closely related to behaviour, and it is accepted that it contains a potential ability, is hereditary and expresses physical capacity and is also associated with adaptation (Ceylan, 2007). The concept of talent, in its most general definition, can be expressed as a skilled individual's high performance and high potential (Horvathova & Davidova, 2011).

Prahalad and Hamel, who define the talent as a competitive basis in the strategic sense, say that this basis has emerged as a product of learning together in businesses and that they have transformed into basic core skills that are unique to the business by interacting with all kinds of knowledge,

mastery, experience, cultural codes and technical processes and as a result, they say that a difficult to imitate competitive power is created (Pralad & Hamel, 2006). Enterprises that implement talent management processes and strategies successfully will be able to direct businesses to the future faster, effectively and successfully, even though they have a working environment where their employees consistently perform the same tasks and achieve the same results (Laff, 2006). The most basic factor required to be successful in talent management is to perform the selection and placement processes salubriously. In order to realize the selection process correctly; to be able to benefit from the talents of employees with high potential, promising, creative, innovative and creating added value (Doğan & Demiral, 2008).

2.2. Sustainable Competitive Advantage

Competition or motivation to compete is an essential element of human behaviour (Over, 2003). Competitive advantage can be defined as the superiority of an enterprise over other enterprises and is an indicator of competitive advantage. At the same time, this definition means that the company is in a superior position in a sector or market compared to others (Bamberger, 1989). Sustainability of competitive advantage can be defined as “providing the necessary parameters to meet the needs of today without reducing the capacity to meet needs and in establishing (Boudreau and Ramstad, 2007) the necessary strategies, regulating the existing resources and capacities of the institutions in a way that cannot be imitated by competitors forms the basis of the logic of sustainable competitive advantage (Altenburg et al., 2006).

As it is told in the study of Seviçin (2009); Day (1984) stands out as one of the researchers who first used the concept of sustainability in the field of strategy, but the concept was first used by Michael Porter (1985) as "sustainable competitive advantage". Although Porter used the concept of sustainable competition, he did not reveal a clear conceptual definition. The clearest definition of the concept was put forward by Barney (1991). While Porter (1985) explains the general competition strategies that can be followed to perform above the industry average, he has shown the advantage of sustainable competition as the basis of the performance that can be realized above the average in the long term. Barney (1991) defines sustainable competitive advantage as strategies that cannot be implemented by an enterprise's current competitors or potential competitors. The most distinctive difference of this definition from Porter's definition is that it linked sustainability to the state of inimitability rather than the concept of time. Grant (1991) emphasized that sustainability in competitive advantage is related to sustainability's resources and abilities

having four important features (Lepak and Snell, 2002). These four features are; The source is listed as the resource's being permanent, competitors' not fully knowing exactly which source the competitive advantage originates from, not being fully transferred and not being able to be copied exactly.

2.3. Organizational Commitment

Commitment takes place as a psychological phenomenon in organizational processes and the concept of organizational commitment has emerged in order to apply this commitment in organizations (Koç, 2009). Organizational commitment is expressed as a part of organizational activity, which contributes to increasing the efficiency of employees by increasing performance and reducing the intention to leave work (Al-Hussami, 2008). Enterprises are defined as systems that have employees within their body and try to achieve certain goals. In order to achieve these goals and maintain operability sustainably, human resources must be used in the most effective way (Cappelli, 1999; Kanter, 1989). In order for businesses to use their human resources effectively, it is important for them to know the state of sense of belonging that employees have towards the organization (Meyer et al, 2004). From this point of view, it can be said that the concept of organizational commitment plays a key role in businesses (Topaloğlu, 2010).

Organizational commitment is important for the integration of employees with the organization; believing and accepting the goals and objectives of the organization, willingness to give effort and willingness to continue the enterprise, can be characterized by three basic factors (Eisenberg et al., 1983). According to Liou (2008), organizational commitment is to abide by the organization and organizational goals, employees' expressing themselves through interaction in the organization, accepting organizational goals and practices, to be bonded. The organizational goals and objectives at heart, to be behaviourally affected by organizational goals and objectives and it is a situation that includes attitudes and behaviours about long-term adherence to the organization (Economist Intelligence Unit, 2006).

3. Research Findings and Analysis

3.1. Research Question and Research Model

The main purpose of this research is to reveal the relationship between strategic talent management and sustainable competitive advantage and to

investigate whether or not organizational commitment plays an intermediary role in this relationship.

Research Question: Does Organizational Commitment Have a Mediating Role in the Relationship between Strategic Talent Management and Sustainable Competitive Advantage?

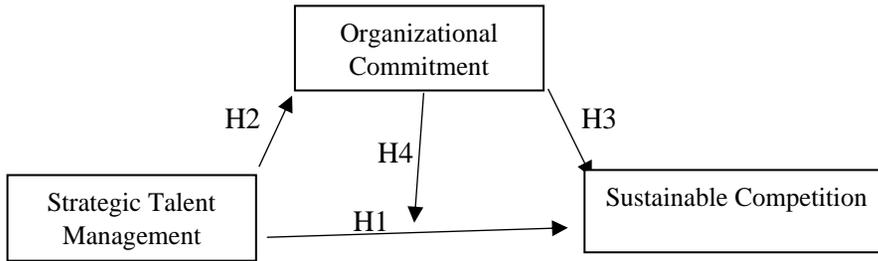
H1: Strategic talent management has a statistically significant effect on sustainable competitive advantage

H2: Strategic talent management has a statistically significant effect on organizational commitment

H3: Organizational commitment has a statistically significant effect on sustainable competitive advantage

H4: Organizational commitment has a mediating effect on the relationship of strategic talent management and sustainable competitive advantage.

Figure 1: Research Model



3.2. Population of the Research

Population: Senior and mid-level executives of 4 and 5 star hotel businesses operating in Istanbul. The exact number of the universe is unclear, since how many hotels are implementing talent management is unclear. The reasons for Istanbul being preferred as a research area are that the city is located in the hotel management sector of Istanbul, which includes examples of almost every type of service in terms of high tourism demand spread throughout the year and fields of activity.

3.3. Scales and Data Collection Method

In this research, survey technique was used as data collection method. The first scale used in the survey form is the strategic talent management scale. This scale was adapted from the strategic talent management scale developed by Chen in 2012 and then translated into Turkish by Kaya (2019) and was prepared to consist of a total of 16 expressions and 5

dimensions. In order to determine the size of sustainable competitive advantage; the second scale in survey was adapted from the sustainable competitiveness scales that were developed by Lertpachin, Wingwon and Noithonglek (2013), Leonidou, Leonidou, Fotiadis and Zerisi (2013) and Li and Liu (2014) and translated into Turkish by Tokgöz (2010) and used in his study. The third scale used in the research is the organizational commitment scale. This scale was prepared by adapting the six-item scale prepared by Jaworski and Kohli (1993) and translated into Turkish by Şeşen (2010) and used in his study.

The surveys were applied to the senior and mid-level executives of 4 and 5 star hotel businesses operating in Istanbul. The survey was conducted with a total of 391 managers from 126 hotel enterprises. In cases where the number of population is not known clearly, taking the calculation made with the formula $N=t^2.p.q./d^2$, the number of 391 questionnaires reached is sufficient to generalize in terms of the results obtained.

3.4. Findings and Analysis

When Table 1, which contains the findings regarding the demographic characteristics of the participants, is examined, 69.3% of the participants were born between 1978-1994, 71.9% are single, 74.7% own BA degree and 59.3% are male. 64,7 of the participants have been working in the current business for 2-4 years. In addition, 55.2% of the participants stated that the income they received in return for their job satisfies their expectations.

Table 1: Findings Related to Demographic Characteristics of the Participants in the Study

Date of Birth	n	%	The Amount of Income Obtained to Meet Expectations	n	%
1965-1977	42	10,7	Satisfying	216	55,2
1978-1994	271	69,3	Non-Satisfying	175	44,8
1994-2003	78	19,9	Total	391	100
Total	391	100	Marital Status	n	%
Education Status	n	%	Married	110	28,1
Associate Degree	85	21,7	Single	281	71,9
Undergraduate	292	74,7	Total	391	100
Graduate	14	3,6	Work Experience in The Current Firm	n	%
Total	391	100	1 Year or Less	48	12,3
Gender	n	%	2-4 Year	253	64,7
Male	232	59,3	5 Year and Above	90	23
Female	159	40,7	Total	391	100
Total	391	100			

First level confirmatory factor analyses (CFA) were performed to test the construct validity of the research model and whether the original structure of the scales used in the research were valid in this study. DFA results and compliance index limits (Meydan and Şeşen 2015) are given in Table 2. According to these results, it can be said that the compliance index values of the strategic talent management scale are at an acceptable level, and the organizational commitment and sustainable competitive advantage scales are at the good fit level. Cronbach's Alpha (reliability coefficient) values of the scales are also given in the table. The scales can be said to be quite reliable since the reliability level of all scales is greater than 0.80.

Table 2: Confirmatory Factor Analysis Fit Index Values of Questionnaires

Indexes	Good Fit	Acceptable Compliance	Strategic Talent Management Scale	Organizational Commitment Scale	Sustainable Competitive Advantage Scale
CMIN/DF (x^2/sd)	≤3	≤4-5	3.73	2.43	2.86
NFI	≥ 0.95	0.94-0.90	.95	.99	.98
RMSEA	≤0.05	0.06-0.08	.08	.06	.07
GFI	≥ 0.90	0.89-0.85	.89	.99	.97
AGFI	≥ 0.90	0.89-0.85	.85	.96	.94
CFI	≥ 0.97	≥ 0.95	.97	.99	.99
TLI	≥ 0.95	0.94-0.90	.96	.99	.98
IFI	≥ 0.95	0.94-0.90	.97	.99	.99
Cronbach's Alpha Values:			.878	.822	.851

A positive ($r: 870$) and significant relationship ($p < .001$) between strategic talent management and organizational commitment; In the same way, a positive relationship ($r: 806$) and a significant relationship ($p < .001$) was determined between sustainable competitive advantage (Table 3). A positive ($r: 883$) and significant relationship ($p < .001$) was also determined between organizational commitment and sustainable competitive advantage. Considering the average values in the same table, it can be stated that the participants' perception levels of strategic talent management (3.18), organizational commitment (3.07) and sustainable competitive advantage (3.06) are at a medium level.

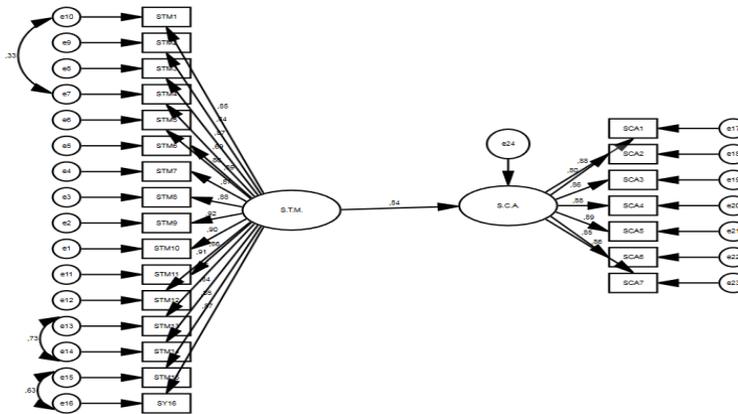
Table 3: Correlation Analysis Results for Determining Relationships Between Variables

Variables	Average	Strategic Talent Management	Organizational Commitment	Sustainable Competitive Advantage
1)- Strategic Talent Management	3.18	1		
2)- Organizational Commitment	3.07	,870**	1	
3)- Sustainable Competitive Advantage	3.06	,806**	,883**	1

** p < .001 significant.

The goodness fit values of the model were increased by linking error terms with high level of correction indexes in the path analysis values of the relationship between strategic talent management and sustainable competitive advantage (Figure 2). When the fit values of the model are examined (CMIN / DF = 3,26; RMSEA = ,08; GFI = ,85; AGFI = ,86; CFI = ,95; TLI = ,95; IFI = ,95) it is seen that it is at an acceptable level.

Figure 2: Path Analysis for Strategic Talent Management and Sustainable Competitive Advantage Relationship



S.T.M: Strategic Talent Management; S.C.A.: Sustainable Competitive Advantage

According to the results of the regression analysis regarding the relationship between strategic talent management and sustainable competitive advantage, strategic talent management has a positive and significant ($\beta = 0.84$; $p = 0.001$) effect on sustainable competitive

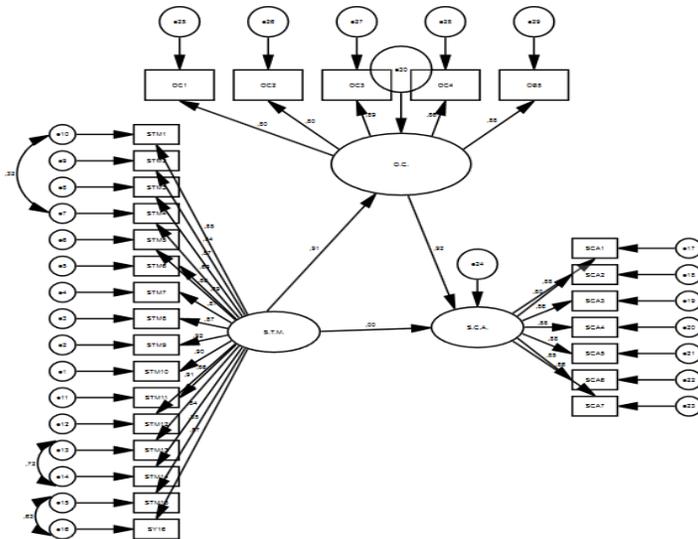
advantage (Table 4). According to this result, the H1 hypothesis (Strategic talent management has a meaningful and positive effect on sustainable competitive advantage) was supported in the research.

Table 4: Regression Analysis for the Relationship between Strategic Talent Management (STM) and Sustainable Competitive Advantage (SCA)

Variables	Standardized Regression Weights	Standard Error	T Value	p	Result
S.T.M. → S.C.A.	.84	.04	19,46	***	It was supported.

After the path analysis of the relationship between strategic talent management and sustainable competitive advantage was done, the organizational commitment variable was added to the model and the mediation effect was tried to be measured (Figure 3). When the goodness fit values of the research model are examined, (CMIN / DF = 3.66; RMSEA = ,08; GFI = ,86; AGFI = ,87; CFI = ,95; TLI = ,95; IFI = ,95) values appear to be acceptable.

Figure 3: Path Analysis for the Research Model



STM: Strategic Talent Management; SCA: Sustainable Competitive Advantage; O.C.: Organizational Commitment

In Table 5, the results of the regression analysis regarding the strategic talent management, sustainable competitive advantage and organizational commitment relationship are given. As a result of the analysis, a positive

and significant ($\beta = 0.91$; $p = 0.001$) relationship between strategic talent management and organizational commitment; A positive and significant ($\beta = 0.92$; $p = 0.001$) relationship was found between organizational commitment and sustainable competitive advantage. According to these results, H2 and H3 hypotheses developed in the research were supported. In the first path analysis (Figure 2), it was found that strategic talent management had a positive and significant effect ($\beta = 0.84$; $p = 0.001$) on sustainable competitive advantage. However, in the effect of strategic talent management on sustainable competitive advantage, it was found that this significant relationship became meaningless when the organizational commitment variable was added to this model to measure the mediating effect of organizational commitment ($\beta = 0.00$; $p = 0.96$).

There are certain conditions that Baron and Kenny (1986) have set to be able to make reference to the mediation effect. These conditions are:

1. There should be a significant relationship between the independent variable and the intermediary variable,
2. There should be a significant relationship between the independent variable and the dependent variable,
3. There should be a significant relationship between the dependent variable and the intermediate variable.
4. When the intermediary variable and the independent variable are included in the analysis together, the effect of the independent variable on the dependent variable should decrease (partial effect) or disappear completely (full effect). When all analyses are examined, it is seen that all of these conditions are met. Therefore, the H4 hypothesis developed in the research is partially supported.

Table 5: Regression Analysis for Strategic Talent Management (STM), Sustainable Competitive Advantage (SCA) and Organizational Commitment (OC) Relationship

Variables	Standardized Regression Weights	Standard Error	T Value	p	Result
S.T.M. → O.C	,91	,04	19,20	***	It was supported.
O.C. → S.C.A.	,92	,10	10,10	***	It was supported.
S.T.M. → S.C.A	,00	,07	,05	,96	Partially supported.

4. Conclusion

This research was conducted to disclose the relationship between strategic talent management and sustainable competitive advantage and to investigate whether or not organizational commitment plays an intervening role in to the relationship. Ever since the tourism sector is labour intensive, customer satisfaction oriented and dynamic, the presence of talented managers and employees is important in achieving and maintaining competitive advantage. For this reason, the ability to manage the talents of the employees correctly in terms of hotel businesses, which make up the majority of tourism enterprises, will positively affect organizational efficiency and competition by creating customer satisfaction.

Organizational commitment is an important tool in ensuring the production of quality goods and services and customer satisfaction. In sectors such as the tourism industry where competition is intense and quality and customer satisfaction are of primary importance, employees with high organizational commitment play a key role in providing and maintaining competitive advantage.

The number of schoolwork to determine the organizational commitment of the tourism sector employees has started to increase since the 1990s. However, it is seen that there is not enough research in the tourism sector within the framework of strategic talent management and sustainable competitive advantage of hotel employees. We consider strategic talent management and the role of organizational commitment among these variables in the relationship of sustainable competitive advantage as an increasingly important issue.

In Turkey, it's seen that, the first and only study that researched the relationship between strategic talent management and sustainable competitive relationship and the mediating effect of organizational commitment variables in this relationship, is by Kaya (2019).

Kaya (2019) conducted his research on company employees traded in Istanbul Stock Exchange and performed correlation analysis, linear regression analysis and three-stage regression analysis in his study. As a result of the research, it was found that there is a significant relationship between strategic talent management and sustainable competitive advantage ($\beta=0.48$), a significant relationship between strategic talent management and organizational commitment ($\beta=0.58$), and a significant relationship between organizational commitment and strategic competitive advantage ($\beta = 0.34$). In addition, he found out that that organizational commitment has a partial mediating effect in the relationship between strategic talent management and sustainable competitive advantage.

In this study, the data obtained by applying the data collection tools adapted to the characteristics of the hotel sector sample to the hospitality sector employees operating within the scope of the service industry, was analysed by correlation analysis and structural equation model. As a result of the analysis of the surveys applied to 391 managers of 126 4 and 5 star hotel businesses operating in Istanbul; it was determined that strategic talent management has a significant effect on sustainable competitive advantage ($\beta = 0.84$), strategic talent management has a significant effect on organizational commitment ($\beta = 0.91$), organizational commitment has a significant effect on sustainable competitive advantage ($\beta = 0.92$). In addition, it was determined that organizational commitment has a full effect on the relationship between strategic talent management and sustainable competitive advantage. Although the research sample and the number of participants were completely different and different statistical analysis techniques were applied, the results obtained in this study, in which similar hypotheses were tested, were found to support the results of Kaya's (2019) study.

The study has some limitations. Due to factors such as time and cost, the research was conducted with a limited number of hotel staff in the city of Istanbul. It is predicted that the results may change as the sample size increases. Therefore, it is recommended that the study be conducted with a larger sample. The scope of the research can be enriched by differentiating the variables in the study. Different aspects of competitive advantage and different variables such as job satisfaction, organizational citizenship behaviour, strategic talent management and sustainable competitive advantage can be examined.

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