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THE RELATIONSHIP BETWEEN TALENT MANAGEMENT(TM), ORGANIZATIONAL TRANSFORMATION (OT) AND ORGANIZATIONAL HEALTH (OH) AMONG UGANDAN UNIVERSITIES

Miir FAROOQ¹

Abstract

The purpose of the study was to examine the relationship between TM and OT as predictors of OH among universities. A sample population was chosen from six universities using simple random sampling technique .A cross sectional survey method was employed to attain data from the 820 randomly chosen respondents. The data was analyzed using SPSS version 22, and Amos version 22 to address the mediation and moderation causal relationships between TM and OT and avoid the low margin of error that could result due to running the same data many times. The findings reflected that talent management and organizational transformation are valid and reliable predictors of organizational health and have both direct and indirect casual influence towards one another. The mediation effect among the variables was partial since the value of Beta (0.6) was far higher than the indirect of relationship of TM and OT multiplied together. Lastly the moderation effect of staff academic levels among the variables that predict organizational health was statistically significant.

Keywords: Talent management, organizational transformation, organizational health.

Introduction

Organizational health indices have become a key issue in the sustainability of both workers and organizations' effective performance. Over the days many scholars have developed models to this remarkable aspect of both effective and efficient performance. This facet of organizational management can be defined as the capacity and ability of an organization to function successfully, cope up passably with appropriate ways of effecting and growth from within and provide quality services to the customers (Xenidis & Theocharous, 2014).

In such a hyper-dynamic and hyper-competitive environment, organizational leadership and management must examine whether its organization is moving forward or backward to avoid standstill and compete favorably (Guidetti, Converso, & Viotti, 2015). This is attributed to the fact that every the other day, an organization is not only required to better its performance but also to get different by becoming more creative, proactive so as to change the underlying fundamentals in its business strategy (Abdul-Jalal, Toulson, & Tweed, 2013; Guidetti et al., 2015; Scott, 2013; Xenidis & Theocharous, 2014). In the era when social responsibility is more required to curb the most traumatizing situations in in human life for instance civil wars, drought, water shortage (Miir, 2017), university managers need to lay strategies that can make their organizations more adaptable, innovative in nature as a core

¹ Asst. Prof. Dr., Faculty of Education, Islamic University in Uganda, E-posta: miirfarooq@gmail.com

value, engaging and more exciting places to stay in such that the staff give students more time and care and later reform their mindset and attitudes towards providing solutions to societal challenges (Guidetti et al., 2015; Toner, 2014; Welbourn, 2009; Williams, 2010; Wynne-Jones et al., 2009; Xenidis & Theocharous, 2014). Furthermore, this generation has no room for mediocrity hence universities must utilize this change to employ talented staff to help them compete quickly and mercilessly so as to exploit any undesirable operational weaknesses that may hinder institutional progress (Abdul-Jalal et al., 2013; Alnaqbi, 2011; Altindis, 2011; Bauer & Jenny, 2012). Meanwhile, to build an organization that must perform better through the use of short term and thrive in long effective performance, leaders must be willing to employ people of higher caliber in terms of knowledge, skills and experience so as to expose their organization to better effective and efficient performance strategies and lead to health conducive working environment (Cameron, 1978; Campaign, 2011; Dewar et al., 2011; Farahani, Mirzamohamadi, Afsouran, & Mohammadi, 2014). In addition, recruitment and development of employees as it is a practice of educational institutions especially at university levels leadership should manifest to workers the ideas about the future of the institution's sustainability and growth such that the essential components for achieving long term goals are integrated to harness vigorous and dynamic ways of running institutional business towards successful change and transformation (Abdel & Majali, 2016; Ajala, 2012; Iqbal, Tufail, & Lodhi, 2015; Kaplan; Norton, 1992; Keller and Price, 2010; Penava & Šehić, 2014). Moreover, for an organization to achieve that level of performance researchers have developed many models in search for better ways through which employ attraction and satisfaction can be addressed but still a lot remained wanting.

Meanwhile Keller and Price, (2010) tried establishing the best ways through which organizations can achieve better performance and health environment and hence out compete their sister organizations in terms of quality services, employee commitment, satisfaction, management style and customer care. They managed to come up with nine (9) dimensions through which organizations can examine their health performance levels and lay strategies for sustainable development and these include:

Direction, which is the scan of where the organization is heading by using employees to implement the strategy of getting there.

Leadership, - is the ability to use character and skills to influence others to surmount an external challenge in a simpler way and attain success in an organization.

Culture and climate, is the way organizational participants experience and make sense through shared beliefs and values.

Accountability, is the degree at which organizational workers are aware of their designated duties with a clear chain of command to direct and help them take responsibility of their decisions.

Coordination and control, is the ability of organization's employees to collectively join hands and efforts in utilization of available resources towards improved performance and avoidance of risks

Capabilities, the development and nurturing of institutional skilled and talented work force in order to harness a strategy of effective performance and gain competitive advantage.

Motivation, is the provision of a drive that promotes employee enthusiasm, charisma and commitment towards sustainable performance and good behavior.

External orientation, is the quality of interacting with customers and outside community to establish their preference in terms of service and quality so as to drive more value.

Innovation and learning, is the quality and flow of ideas from both leadership and workers so as to boost the organization's ability to adopt and conform to the needs of the market.

From these such dimensions it can be noticed that leadership needs to be at the center and at the same time prepared to inspire its workers by assessing the situation under which they operate and provide possible framework through which efforts should be dedicated towards effective performance of an organization. Consequently organizational health can be defined as the organization's ability to align, execute and revise itself using standardized ways through which it win the competition against its competitors on the market and also maintain effective performance (Aiken, Galper, & Keller, 2011; Dewar et al., 2011; Keller & Price, 2010)

It is important to note that leadership as the core pillar of the pyramid is a key position towards driving everyone in organization towards transformation of an organization into a conducive health working environment it should therefore not pay lip services towards organizations strategic development. This is because when leadership is lackadaisical in nature there is no doubt that the critical mission of the organization will be dwindled and hence fail the entire system and its structures. A mindful leadership will work towards a model of attracting right staff with sensitivity to time management, reasoning and skill capable of driving staff towards the right change. It will aim at positing skilled staff well and strategically without bias so as to move the organization towards the desirable goals. This study adopted and adapted four subdimensions of the framework with other construct like talent management and organizational transformation and introduces the reader to the role of talent management towards organizational health practices.

Talent Management

Talent management concept is a cornerstone towards efficient and effective organizational performance. It is a key to successful succession plan or any organization that works towards out competing its competitors on the market. The goal of talent management is not only to obtain experts but also help institution to ensure that strategies and mechanisms for nurturing, development and growth of future leadership are favorable to achieve continuity and support of institutional mission, vision and priorities (Riccio, 2010). Talent management practices should not be limited in scope as many may perceive rather be, a practice that cuts across all parts of the organization to avoid leadership vacuums (Bradley, 2016). With the opening of a war on talent by Mckinsey Company in 1997, many organizations discovered that the traditional management ways of handling of human resources were no longer a solution to keep their employees ensconced and transform the organizations into first class excellent performing establishments. However, it needed a process strategy for helping the workers to be settled at their work place. This led to rigorous research with an aim of establishing contexts that define what talent should entail for workers to perform committedly and diligently towards organizational growth, transformation and above all create a health environment that attract more customers and quality service. This resulted into several ways of defining talent management (Bradley, 2016; Riccio, 2010).

From all the frameworks developed by different scholars of management, talent management means identification of influential positions, recruitment and development of staff and at the same time provide means for retaining them to take up positions of influence to help an organization achieve its strategic plan of transformation and development (Rudhumbu, 2014a). It can also refer to the general procedure of identification, recruitment, development, management and retaining employees. Talent management furthermore, involves a number of practices with wide function ranging from training, further studies, compensation, employee effective performance management and succession plan. The aim of doing all the above, is to ensure that employees are happy and ready to offer their best out of passion and commitment. Since academic staff are the core foundation of university

existence and effective performance, this aspect and notion of university management should always be given the utmost value as an asset that engineers institutional business towards higher steps of ranking (Barkhuizen, Mogwere, & Schutte, 2014a). Furthermore for universities both private and public to compete highly on the world map staff like lecturers should be developed and trained to ranks of PhD holders so as to drive the institutions towards efficiency and effectiveness in terms of delivering quality services to both students and the community. Meanwhile, this strategy will also simultaneously enable an institution focus on filling its leadership gaps and address the employee vacuum that may arise due to natural phenomenon (Miir, Othman, Sahari, & Burhan, 2016).

Besides, talent management practices can be phrased as enabling the growth of career advancement of staff who are highly talented and skilled in an institution through the use of the available resources, formal procedures, processes and policies with an aim of fulfilling the vacuum boosting staff to higher academic qualifications (Gichuhi, Gakure, & Waititu, 2014).

The Rationale for Talent Management Practices

It is conventionally agreed among different schools of thought especially in management fields that, for an organization to achieve sustainable competitive advantage, there must exist within itself systems and structures, the internal quality and capabilities to facilitate its strategic and transformation health plan even though it is hard to harness and imitate. Meanwhile, human capital development should be given the due attention in terms of remuneration packages in order to create a health environment for teaching-learning and (Barkhuizen, Mogwere, & Schutte, 2014b; Farooq, Othman, Sahari, & Burhan, 2016; Gichuhi et al., 2014; Kalińska, 2010b; Lis, 2013; Miir et al., 2016) On the other side, maintaining staff numeration across the board today among universities may not be easy especially in developing countries like Uganda, universities need to focus on two important positions of university structure that PhDs and professorship and give provide reasonable salary and strategy which can settle their minds focus on development plans for their respective universities, focusing resources on developing staff to that level will phase out the university's dependency on staff with one or two degrees who cannot carry out research and innovation (Rudhumbu, 2014b). In a study done by Wilska, (2014) while focusing on the main goal of "present effective ways of talent management in an enterprise", found that for an organization to survive in the unpredicted turbulence or world market, there should be ability to develop experts with research skills, ready to adopt and opt for dynamic growth, with ability to shape up themselves with institutional requirements, be ready to create knowledge and solution, gain experience and more skills and stand up to the requirements of the time. It implies that for universities to survive from both internal and external challenges there is no choice expect to move the needed standards of employing experts and talents with novelty, to speed up work and system in unpredictability changes and complexity situations of organizational health transformation (Mazurkiewicz, 2014). Consequently, through this approach, universities will be able to attract professors and other people of talents while at the same time phasing out lecturers who normally depend of giving notes to students other than encouraging research due to lack of technical skills in the field (Adharina & Latiffi, 2016; De Klerk & Stander, 2014; Kalińska, 2010a; Lambert, 2012). Equally, lecturers will start to yearn for upgrading their academic level so as to fit in the university structures standards (Kalińska, 2010b). However this process cannot take place when there is not leadership commitment, transparency, cultural assessment and the staff's willingness to go back to class for training and development (Barkhuizen et al., 2014a; De Klerk & Stander, 2014; Farooq et al., 2016; Gichuhi et al., 2014; Jaremczuk & Mazurkiewicz, 2014; Kalińska, 2010b; Lis, 2013; Mazurkiewicz, 2014; Rudhumbu, 2014a; Wilska, 2014). Since it is important to integrate talent with other concepts of management so as to facilitate organizational health, this study, measured talent management using four variables in this study and these are;

Talent identification, which is the procedure and actions of defining and discovering the skilled manpower. This is done through attraction of right people, enthusiastic in nature and capable of being loyal and accommodate the beliefs and values that support institutional mission and vision. In the context of university nature, institutions are pressurized to search for talented, skilled and experienced academicians to drive institutional future academic performance (Annakis, Dass, & Isa, 2014).

Talent development, which is the training and growth of staff into required skilled work force to boost capacity of the available staff in an organization. Organization with clear procedures and structures sponsor staff using the available resources with purpose of improving its performance management.

Talent culture, the focus of organizational activities towards future planned replacement of key staff influential positions. This process is normally put in place to secure staff with loyalty, commitment and ready for retention in order to ensure that they are prepared staff on board to improve performance and quality services of an institution.

Talent retention, the ability of an organization to retain the out sourced and developed staff within an organization to avoid job frustration and dissatisfaction that can lead to turnover, and this is done through provision of a reasonable remuneration package and suitable working environment. Since talent requires support from other parts of the institution the current study employed organizational transformation as a mediation factor and a strategy of boosting organizational health.

Organizational Transformation

Organizational transformation is a strategy that requires mindsets, with many decisions and actions consistent in nature geared towards changing the business model and strategy of an organization's performance. It is done with a purpose of assuring that there is rebranding, realignment and repositioning of the organization from the usual business methods to new dynamics of operation so as to fit in the demands of the time (Todnem By, 2005). Organizational transformation may also mean the change in the usual process that is continuum in terms of continued review of the direction, structure, systems, strategy, values, the staff capabilities, and skills to suit the changing needs of the customer and the environment under which an organization operates (Fuda, 2009). Organizations opt for transformation strategies with an aim of answering the radical calls attributed from the environment under which they operate and this is done through the use of the little resources and capabilities available while targeting bright future prospects that can facilitate the acquisition of a health organization (Dixon, Meyer, & Day, 2010). Likewise, since higher education institutions are places that provide the outside environment with the suitable human resources needed, they also have to transform themselves into health organizations that they are able to attract staff of high caliber to facilitate the teaching-learning, innovation, and solutions to the turbulent changes in the society (Miiró, 2017). And to achieve this level of excellence there is a need to adopt and adapt the change in performance levels for instance structures, systems, processes, staff, and norms to suit the needs of the time and at the same time safe guard the intuition's integrity, mission and vision (Dixon et al., 2010; Fuda, 2009; Todnem By, 2005; Van der Voet, 2014). In the same vein, Howells, Karataş-Özkan, Yavuz, & Atiq, (2014) state that since the environment under which universities operate has significantly changed universities must succumb to the forces and integrate issues of globalization education systems, international mobility and reach the staff and students in the wider market. These forces do not only require the university's structural governance to transform but also to suit in the globalized market system so as to stand an advantage of existence. However these changes cannot be addressed with strong management and leadership that is not ready to balance the logistics and provide a wider spectrum of paradigmatic opportunities that can handle the paradoxical situational changes. Meanwhile, for higher education institutions to achieve excellent transformation strategies, they must integrate several frameworks that tap the government role and resources available to work together

and address the technology and social forces of change. Moreover, this has a lot of implication on the type of leadership and management that universities may employ. Universities require strong leadership with both sound and open minds so as to scrutinize the best approach that their institution must adopt without ignoring the goals of the stake holders. (Gornitzka, 1999; Ulukan, 2005). Likewise, Stensaker, (2005) states that, higher education institutions are supposed to rebrand themselves into health organizations. However, they should also be aware of the challenges and difficulties brought about by this process and then utilize the theories that can enhance both development and change while at the same time maintain their the social responsibility Moreover, in a study done by Ferrer-Balas et al., (2008) on an international comparative analysis of sustainability transformation across seven universities, it was found that the main barrier for transformation was the lack of health structure to instigate staff at individual level towards change. However, at the same time the universities had connection with the outside society and this was done through networking to solicit for experts and funding hence nucleating change for sustainable health organizational development. Conversely, Primeri, (2015) enumerates that among the emerging issues that universities must opt for in order to skyrocket transformation processes are collaboration and networking with the outside community. This kind of approach helps universities to improve on their staff positions, research and meet market demands. Nevertheless, surviving universities in the era of funding shortfalls, initiate a culture of investment such that they become autonomous and build capacity of retaining skilled and talented staff whom they can lean on and facilitate the teaching-learning and research (Francis, 2014). From the literature pertaining to organizational transformation, the study used four constructs to define organizational transformation based on McKinsey model of organizational excellence developed by Waterman, Peters, and Pholips, (1980) and supported by other studies done by (Abdel & Majali, 2016; Carlström & Ekman, 2012; Dewar et al., 2011; Dubkevics, 2015; Gupta et al., 2008; Leyland, 2006; Lunenburg, 2011; Mari-Lize & Martins, 2014; Robert , Paton, 2008; Schneider, Ehrhart, & Macey, 2013; van Donselaar, 2012) and these are;

Structure, which is the formal and informal organization's human resource positioning to enable the achievement of institutional motives and aspirations

System, the set of connected parts and mechanisms put in place to facilitate that achievement of the aspirations of an organization

Shared values, the norms, beliefs and behavior that govern the employee efforts and endeavors towards achievement of the aspirations of an organization

Strategy, the art of planning organizational activities to be achieved in a stipulated period of time. These are usually inform of guidelines and policies put in place to drive the forces towards achieving the mission and the vision of an organization.

Statement of the Problem

To date Ugandan universities are grappling with survival means in the era of turbulence and excellent change that is required to make universities health educational organizations suitable for teaching-learning, innovation and invention. However there are still challenges of finding the best framework for initiating health organizational strategies to exist. For instance, universities experience staff and student's strikes, moonlighting, turnover and the like. This means that the challenges associated with healthy working and teaching environment are not yet diagnosed or not yet well understood and if understood the initiatives of organizational health are not yet laid down and when understood what should be done to keep these initiatives sustainable. These universities seem either to lack the impetus and catalyst of availing organizational health even though it is supposed to be based on talented staff to initiate strategies to yield organizational health without fail.

Purpose of the Study

This paper aimed at examining the relationship between talent management, organizational transformation practices towards organizational health. It was done to bring out a better understanding of how universities in Uganda are practicing organization health. Furthermore, the study aimed at providing a model that can be employed to have planned Organizational health practices to yield better performance among universities in Uganda. Furthermore, this study had to construct an integrated model for facilitating universities towards organizational health practices and extend the findings of previous studies. Six universities were studied in order to generate answers to following research question. The main research question and conceptual framework of the study were generated from the above literature and the study hypothesized the following.

The Hypothesized Model of the Study

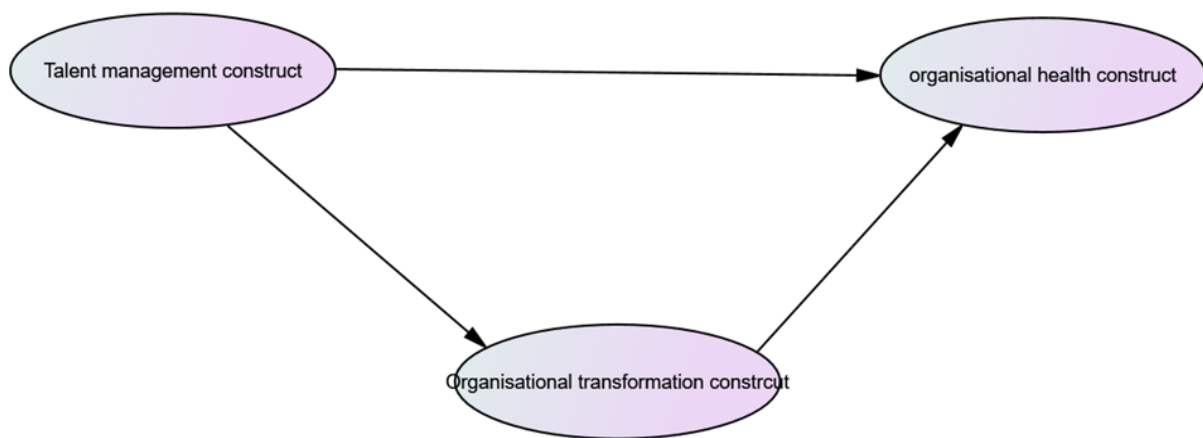


Figure 1. *The hypothesized conceptual framework of the study*

Research question

Does talent management mediated by organizational transformation influence organizational health practices in universities?

Main research hypothesis

H1: There is a significant statistical relationship between talent management and organizational health in relation to the mediation effect of organization transformation.

Specific hypothesizes

H2: There is a statistical significant relation relationship between talent management and organization transformation.

H3: There is a significant direct relationship between talent management and organizational health

H4: There is a significant direct effect between organizational transformation and organizational health construct.

H5: There is both direct and indirect significant relationship between talent management and organizational health mediated by organizational transformation.

H6: Staff education levels moderates the relationship between talent management and organizational transformation as predictors of organizational health.

Method

Sample

The study was quantitative in nature, and six (6) universities were employed as a sample size out of the twenty nine (29) universities situated in the central region of Uganda a simple random sampling technique was applied using SPSS version 22 and the sample was comprised of both private and public universities. The study was done after seeking permission from the National Council for Science and technology (NCST). Two thousand (2000) structured survey questionnaires were distributed randomly to the respondents across the six university and only 847 were returned by the respondents. 820 questionnaires emerged useful for data analysis after data cleaning and entry. The questionnaire items were validated before employing it to the study by the experts both in the field of educational research, management and administration. The order of the questionnaire was based on the individual construct and the four subconstructs of each of the dimensions as showed in the literature. In total twelve (12) subconstructs were used to solicit for the data of the three constructs of the study, namely talent management (Identification, development, culture and retention, organizational transformation (structure, strategy, shared values, systems/processes) and organizational health (Culture and climate, control and coordination, innovation/invention, accountability). Five response groups of a Likert scale ranged from strongly disagree to strongly agree were used to rate the different elements of the questionnaire.

Data analysis

The study analyzed data using structural equation modelling, SPSS version 22 and Amos version 22 were used to analyze the data on individual construct using confirmatory factor analysis. The three measurement models of predicting organizational health were verified to find the adequacy of the study hypothesized model. Confirmatory factor analysis (CFA) for individual construct was a pre-requisite before proceeding with structural equation model of the study, the essence of carrying out this analysis was to establish the validity and reliability of the multidimensional nature of the constructs in terms of convergent and discriminant validity. This process of analysis was followed in relation to recommendation of scholars like (Byrne, 2009; Rucker, Preacher, Tormala, & Petty, 2011; Shrout & Bolger, 2002; Shyu, Li, & Tang, 2013; Westen & Rosenthal, 2003; Yanamandram, 2006; Zabkar, 2000) and this was done with purpose of eliminating biases and enhance quality results.

The model estimates on the basis of covariance matrix was driven from the data and the maximum likelihood estimation process was espoused to harvest estimates of defensible properties. The initial analysis exhibited that the postulation of univariate normality was plausible (Khine, 2013; Kline, 2011; Rosseel, 2012). Further still the suitability of each of the measurement model was examined using the conventionally known standard estimates of good fit of CFA. Meanwhile Chi-square (χ^2/df), RMSEA (root mean square error of approximation) and CFI (comparative fit index) as the fit indexes were used in the analysis. The CMIN/df with values between 2 and 5 were considered reasonable and CFI value near 1 confirmed a good fit and finally the RMSEA value of 0.06 and less showed a realistic error of estimation (Hair, Black, Babin, & Anderson, 2010; Hamid et al., 2011; Hershberger, 2003; Iacobucci & Duhachek, 2003; Iacobucci, 2009, 2010)

Results

The table below indicates the results for the measurement models of the three constructs Organizational health, talent management and university transformation that were ran using confirmatory factor analysis. The results for all three constructs deemed reasonable for further analysis using full structural equation modelling.

Table 1. Results of the data for tested measurement models for each of the constructs

Models tested	RMSEA	CFI	Df	χ^2	CMIN	P-value
Organizational health	.044	.974	32	2.597	83.119	.000
Talent management	.060	.911	183	3.975	727.483	.000
Organizational transformation	.62	.930	113	4.126	466.279	.000

The results of the three measurement models from the data reflected that CFI was between the required estimates, chi-square ranged between 2 to 4, the standard factor loadings were between 0.05-.0.8. The RMSEA gave good fit indexes between .044 - .06. Therefore it is worth concluding that the three constructs and their subdimensions were between the ranges of the required estimates that provide firm grounds for further analysis of the structural hypothesized model of the study

Analysis for the Hypothesized Structure Model of the Study

The hypothesized model of the study was comprised of three constructs and each of the construct was measured with four subdimensions. However after the CFA analysis organizational health was left with three subconstructs (culture and climate, control and coordination, and innovation and invention) with the aim of fulfilling the requirement in the calculation of average variance explained for establishing the discriminant validity. Organizational transformation was measured with (structure, strategy, shared values and systems) and talent management (identification, development, culture and retention). Talent management worked as endogenous variable, organizational transformation mediator and organizational health exogenous variable as shown in figure 2.

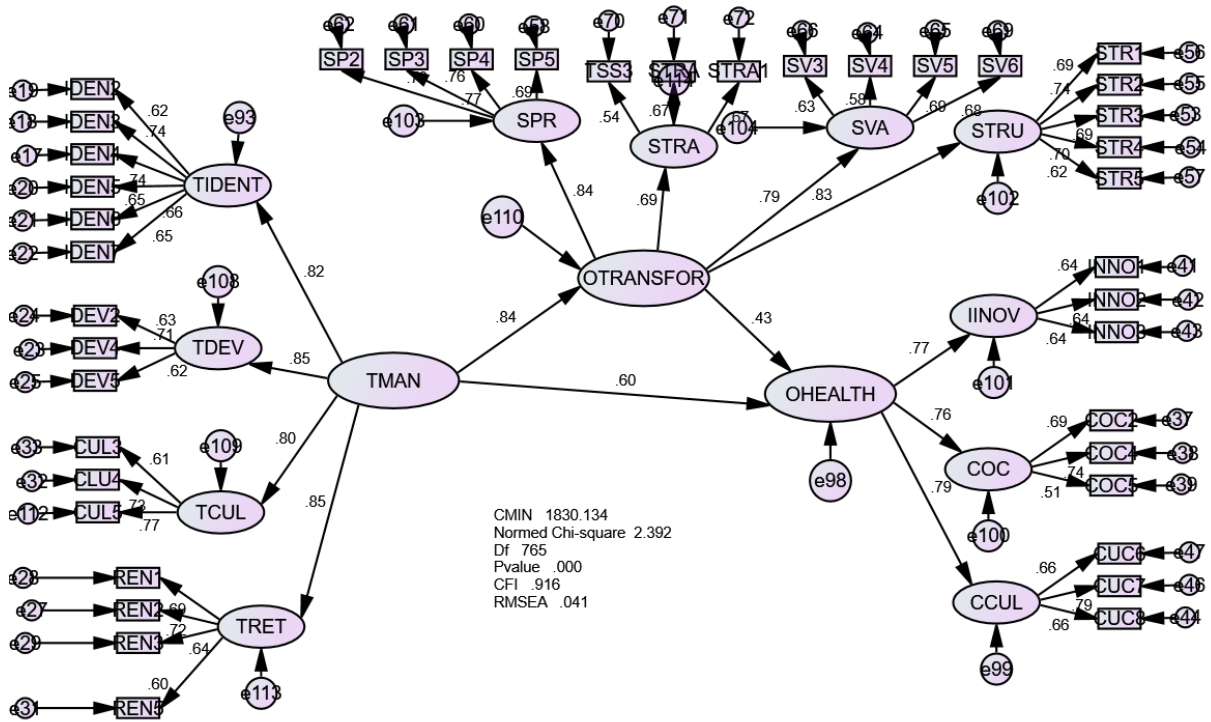


Figure 2. The structural model for predictors organizational health

Results of the Structural Model for the Two Constructs That Predict Organizational Health Practices

N:B Talent management (TMAN), organizational transformation (OTRANSFOR), organizational health (OHEALTH), identification (TIDENT), development (TDEV) culture (TCUL),

retention (TRET), system/process (SPR), Strategy (STRA), shared values (SVA) structure (STRU), innovation and invention (IINOV), control and coordination (COC), culture and climate (CCUL).

From the figure 2 above it can be noticed that the results generated from the data exhibited that CMIN/df = 2.392, CMIN = 1830.134, df = 765, p =.000, CFI =.916 and RMSEA =.041. The model did not require any re-specification due to the fact that results fitted the data from the initial tests hence fulling parameter estimates and at the same time answering the research question and the first hypothesis of the study.

Table 2. Results from the structural model indicating the standardized regression weight and its probability value

Construct	Path	Construct	Estimate	S.E.	C.R.	P	Result	Status
TMAN	←	OHEALTH	.599	.061	13.57	***	significant	supported
TMAN	←	OTRANSF	.843	.075	6.691	***	Significant	supported
OTRANSFOR	←	OHEALTH	.432	.072	.5.091	***	significant	supported

From the data findings in figure 2 and the summary of results in table 2 indicated that there is a casual direct effect among the variable that are used by the study to predict organizational health practices among universities, hence answering the main research question and also supporting the hypothesis (H1). This can be attributed to values that reflect that talent management (TMAN) and organizational health (OHEALTH) were found to have a statistic significant relationship with 0.599 (0.61 and a p values 0.000), hence supporting the hypothesis. Furthermore, talent management and organizational transformation (OTRANSF) scored values 0.83 (0.075) with a p value 0.000 hence supporting the hypothesis (H3). Equally, Organizational transformation was found with statistically significant relationship with organizational health (OHEALTH) where by the results reflect values 0.432 (0.072), P value 0.000. Hence supporting the hypothesis (H4).

Mediation Effect

Table 3. The causal indirect relationship between, talent management and university transformation as predictors of organizational health, within the Ugandan universities

Hypothesis	Direct effect	Indirect effect	P- value	Results
TM→OT→OH	.06	0.361	.001	Partial mediation

N:B Talent management (TM), organizational health (OH), university transformation (UT).

Since the study findings from table 3 summary reflect that .06 is not greater than 0.843 x 0.432 = 0.361 combined therefore, there is a significant partial mediation effect hence supporting the hypothesis (H5).

Table 4. Moderation effect of staff education levels

Parameters	Constrained model	Unconstrained model	Difference
Chi-square	4.401.397	4.310.334	91.0
Degrees of freedom	2295	2335	40

From the results of the study summarized in the table for both constrained and unconstrained models, it can be observed that staff education levels moderate the relationship between the predictors (talent management and organizational transformation) towards organizational health practices in universities. Hence supporting the hypothesis (6).

Furthermore the descriptive study used demographic factors results revealed that gender;- female were 42.3% and males were 57.7%, for staff position, lecturers were 51.6% and administrators were 32.4%. Employment status for full time was 75.4% and part time were 24.6%, whereas education level of the staff was at degree 24.9% Masters were 59.6% and the least were PhD with a percentage of 15.7%.

Discussion, Recommendation and Conclusion

From the findings of the study, it can be observed that organizational health is a unique key concept that allows an organization to attract knowledgeable and skilled workforce to boost the organizations competitive advantage on the market. This is because the results from the data of the study indicated that when talent management is given due diligence there are higher chances of changing the institution's image in terms of health and at the same time can yield good administrators. The significant relationship with a Beta (0.6) reflects that the dimension plays both direct and indirect causal effect towards enhancement of a health environment for both teaching and learning. This is in line with findings of Ziapour, Sharafi, Sharafi, & Kianipour, (2015) who did the study of organizational health and social factors associated with case study among the staff of Kermanshah University of Medical Sciences and Health Services in 2013 where it was found that managers of the university were open to criticism and guidance from the staff and clients and this situation facilitated collegiality and conducive working environment.

Since Organizational health is a key construct that incorporates several aspects. It is therefore important for an organization to have a bearable and conducive working environment so as to exploit its surroundings. This strategy will necessitate the availability of attractive atmosphere where talented workers can be able to access all the means needed to transform their workplace in the best way possible that will help improve their performance and provide quality services to their customers. The study further established that the demographic factor "staff education levels" (Degree, Masters and PhD) plays an important role towards transforming an organization into a health one. It means the higher the academic level the likelihood of having better strategies of achieving healthy environment and the institution stand greater chances of solving leadership challenges due to elimination of staff turnover challenges (Gigliotti & Ruben, 2011).

Since universities are a pinnacle of community change, they therefore have a daunting obligation and heavy duty of making themselves innovative and accountable to the society. In other words, universities must change themselves into suitable and conducive working and learning environment. It can be noticed further that institutions with reasonable conducive environment attain their set agendas easily and in better ways. This is because workers are motivated to serve through facilitation and provision of necessary equipments at every level. Therefore institutional leadership should endeavor to create an atmosphere with friendly and openness such that collegiality and friendly oriented situation are availed than considering high respect and tightening the rules and regulations. For example business organizations achieve competitive advantage and good talent workers by being able to establish the challenges and attend to them with flexibility and consideration. This is backed up with research findings of earlier researchers that indicate that healthy organizations are able to achieve effective workers and sound leadership with good styles of decision making (Korkmaz, 2007), innovation and invention (Van der Voet, 2014; Ziapour et al., 2015), win staff commitment, loyalty and citizenship (Tierney & William, 2013), transformational progress and success (Stinner, 2016), better students achievement (Hussein, Mohamad, Noordin, & Ishak, 2014), reduced stress among staff (Gigliotti & Ruben, 2011; Korkmaz, 2007; Primeri, 2015; Rudhumbu, 2014a; Stinner, 2016; Tierney & William, 2013; Van der Voet, 2014; Ziapour et al., 2015). Conclusively, universities required to be dynamic and flexible like human beings so as to cope with the turbulence of change. Leadership should be able to share its plans and at the same time listen to staff advise so as to prepare for smooth growth and development of all necessary facilities needed to boost productivity, safely and quality services. Through the availability of appropriate mechanism and strategies universities will be able to serve the needs of the society and at the same time cause fundamental change in people's lives. Since

universities play great role towards economic development, they should lay strategies of attracting skilled and qualified staff with higher qualifications to facilitate the production of students with skills and vast knowledge that can help them triumph in the turbulent times of high competition for jobs. University staff with low academic levels should be encouraged to move to higher step such that they are not caught off guard when universities start to depend on PhDs and professorship and this should be done through collegiality and provision of enough facilitation to motivate the staff towards this initiative.

Implication

Though provision of reasonable facilitation to the staff, improved performance will be achieved, educational opportunities for talents will also be yielded through collaboration and networking and hence creativity and fostering of culture and vision achievement. Universities should lay a strategy of phasing out the dependency on lecturers with low academic papers since this is the only strategy of competing with other well highly positioned institutions world over. Equally universities should raise the salary of PhD and Professorship level to avoid their staff from moonlighting and concentrate on innovation and research. Further studies can be done on the same subject since the current study was a cross section survey in nature and it could not cover a wide scope due to challenges that ranged from financial and time constraint.

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The Relationship Between Talent Management(Tm), Organizational Transformation (Ot) and Organizational Health (Oh) Among Ugandan Universities

Miuro Farooq

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