Moderating Role of Organizational Culture on Effect of Talent Management to Organizational Cynicism: Organizational Aksaray Public Workers

Murat TATLI
Nevşehir Hacı Bektaş University
Faculty of Economics and Administrative
Sciences, Nevşehir, Turkey
orcid.org/0000-0002-7309-3143
murattatli68@yandex.com

Ferda ÜSTÜN
Nevşehir Hacı Bektaş University
Faculty of Economics and Administrative
Sciences, Nevşehir, Turkey
orcid.org/0000-0002-7397-8048
ferdakervanci@gmail.com

Extensive Summary

Introduction

Investments in the skills, creativity and intelligence of employees in the developing and transforming world economic system provide a sustainable competitive advantage over the long run. It is inevitable to fight against each other in order to overcome the competitors of the companies and to keep them profitable and able to continue their way profitably by retaining talented personnel and transferring them to their organizations. For this reason, enterprises today are obliged to appropriately manage their employees' abilities in order to acquire, retain, and increase their loyalty to the business, to provide various opportunities such as education, career and good wages to their employees and to maintain their assets. Today's businesses also create a talent management approach for them to identify talented people, bring them to the company, provide opportunities for higher levels of their talents and take advantage of their talents (Çelik and Zaim, 2011, p. 34).

The primary objectives of organizations are to provide profitability and sustainable competitive advantage. In order for organizations to achieve these goals, it is necessary to systematically identify key positions within the organization and to be able to select talented employees with high potential to fill these positions. It then tries to build talent pools and develop talent with high performance in fulfilling roles. All these activities and processes are defined as talent management (Collings and Mellahi, 2009, p.2).

Cynicism is a general or special behavior (1984) that is shaped by a feeling of unreliability, or negative feelings, such as frustration, frustration, emotional depression aganist a community, people, any thoughts, heard against a tradition or organization (Naus and Roe, 2009, p. 15). Organizational cynicism is the whole of the negative attitudes and behaviors that employees have developed against organization, managers

and colleagues. This attitude and behavior to occur, said that the development of great significance or put in the organizational culture. Organizational culture is the belief, value, attitude and behavior characteristics shared by all (Kilmann et al., (1985). An organization that distinguishes it from other organizations, the organization's peculiar behavior, thoughts, adaptation to the external environment, located within the organization that allows integration in the internal relations and recognized at the lower level to the most senior symbols, assumptions, defined as a set of beliefs and values (Üstün and Kılıç, 2017).

Of employees have a positive perception of many organizational variables and management capabilities which have an impact on results will be lower organizational cynicism level also could play a moderating role of organizational culture in this relationship constitutes the starting point of this research. This research aims to determine whether organizational culture plays a moderating role between these variables with positive and / or negative influence on the organization and how there is a relation between these concepts. It is also thought that this study will provide information about how to manage human resource more efficiently and effectively to public institutions and organizations that continue their activities with the aim of social benefit.

Methodology (Method)

Research hypotheses and model

The finance department, which is located in the public sector, is a publicly-minded institution with a high level of work intensity and a wide range of regulations, especially in terms of tax offices and national real estate directorates. Within this high responsibility, there is a need for performance management practices to enable the employees of the Finance companies to operate efficiently and effectively, to provide accurate and timely service to the taxpayer, and to work more reliably and confidently.

The hypotheses formed for the purposes of research are as follows:

H_1: Talent management has a negative influence on organizational cynicism.

H_2: Organizational culture has a negative influence on organizational cynicism.

H_3: Organizational culture has a moderating role in the influence of talent management on organizational cynicism.

The above is intended to determine how to assume the role of a moderating influence of organizational culture on organizational cynicism Located research hypotheses research model developed in line with management's perception ability.

Universe and Sampling

The survey covers a total of 151 employees working in the Aksaray Dept. of Provincial Public Service in Aksaray. It is aimed to include all Defterdarlık employees in the investigation without sampling from the sample. In the data collection process based on voluntarism, 151 employees working in Defterdarlık were distributed a questionnaire but 100 of them were returned.

Metal Analysis Method

The data used in the direction of research purposes were collected by questionnaire technique. In the first part of the questionnaire, a one-dimensional Ability Management scale consisting of 18 items developed by Tutar, Altınöz and Çöp (2011) was used by Arslantaş (2016). Tutar and so on. (2011) by adding 8 items to the 10 items

in the scale of the scale made a three-dimensional scale. According to this, the scale consisting of 18 items consists of self assessment, career skill and institutional skill evaluation. In the second part of the questionnaire, Brandes et al. (1999) used organizational cynicism scale composed of 13 expressions. Adaptation studies of the scale to Turkish have been done by Karacaoğlu and İnce (2012). In the third part of the questionnaire, a 16-item organizational culture scale developed by Mamatoğlu (2006) was used as a model of Harrison's quadrant organizational culture (hierarchy, success, power support). The scale, which is structured as a 5-point Likert scale, includes expressions such as "1 = I absolutely disagree" - "5 = I absolutely agree". Exploratory and confirmatory factor analyzes were performed to determine the structural characteristics of the scales and the results of these analyzes are given below.

Analysis of Data

Before statistical analysis to be made to achieve the main objective of the study it was found that all of the variables examined in terms of normal distribution of data and normally distributed. Alfa reliability coefficients were determined as the result of the analysis to determine the internal consistency coefficient of the scales before making the basic statistics of the study. The coefficient for the talent management scale of .92 was set at .90 for a question for cynicism scale and .93 for organizational culture scale. The results of KFA and DFA made in order to determine the structural validity of the scales used in the research showed that the scales can be used.

As a result of the correlation analysis, it is seen that the coefficients related to talent management, organizational culture and organizational cynicism are statistically significant ($p < 0.01$). According to this, when positive correlation between talent management and organizational culture was found ($r = .68$ and $p = 0.01$) negative correlation was found between organizational cynicism and moderate power ($r = -.38$ and $p = 0.01$). Again, it can be said that there is a significant negative correlation between organizational culture and organizational sino and moderate power ($r = -29$ and $p = 0.01$).

Hierarchical regression analysis was conducted to investigate the moderating role of organizational culture in relation to talent management and organizational cynicism, which constitute the basic hypothesis of the research. The result of hierarchical regression analysis is organizational cynicism, which is an independent variable that is entered into regression analysis in the first model, organizational cynicism which is dependent variable in the first model, organization culture which is the moderating variable in the first group with the first group and talent management included in regression analysis together with talent management in the third model. When the R^2 values of the models are examined; talent management in the first model accounted for 14.2% of the change in organizational cynicism; 14,4% of change in organizational culture with change in talent management and organizational culture entered in the second model; Finally, the interactivity variable, which is the multiplication of the perception of talent management, organizational culture and talent management in the model, accounts for 17.1% of the change in organizational cynicism.

As a result, all phases of the hierarchical regression model are statistically significant. In the first group, where there is no interaction term, a significant contribution is made to the regression model by talent management ($F (1,98) = 16,269$; $p = .000$) and organizational culture in the second group and organizational culture ($F (2,97) = 8,187$; $p = .001$) shows. The corrected R^2 values are 0.14,2 and 0.14,4,

respectively. In the second group, the introduction of organizational culture variable into regression revealed an additional variance of 0.2% in the perception of organizational cynicism and this change in R^2 was significant ($F (2,97) = 8,187$; $p = .001$). In the third group, interactional term, which is product of organizational culture variables, was included in the model and statistically significant ($F (3,96) = 6,583$; $p = .000$). In the third group, the introduction of the interaction term into the regression contributed to the explanation of additional variance of 2.7% in organizational cynicism. In the third group, the introduction of the interaction term into the regression contributed to the explanation of additional variance of 2.7% in organizational cynicism.

Conclusion

In this research, the moderating role of organizational culture in relationship between the perceptions of talent management of the Ministry of Finance Aksaray Dept. of the Ministry of Finance and the attitudes of organizational cynics were examined. The organizational role of organizational culture in the influence of talent management on organizational cynicism has been tried to be explained by a model formed within the determined sample. As a result of the analyzes made, there is a moderating role of organizational culture in relation to perceived talent management and organizational cynicism. That is to say, the relationship between talent management and organizational cynicism has been shaped by organizational culture.

As a result of the analysis, it is seen that the employees have a negative and significant influence on the cynical attitudes and behaviors of the perceptions of talent management. The hypotheses of the research in this sense have been confirmed.

This study has for the first time demonstrated the role of organizational culture in the influence of positive perceptions of talent management on organizational cynicism, which is likely to produce serious and destructive consequences for organizations. In this sense, it is believed that the result will be to contribute to the public sector and even to the organizations operating in the private sector as a guide. Managers who understand the importance and power of talent management practices will be able to more effectively utilize the tools and methods needed to reduce the level of organizational cynicism of employees.