

A MODEL OF FACTORS AFFECTING TALENT MANAGEMENT AND ORGANIZATIONAL COMMITMENT OF MEDICAL PERSONNEL IN THAILAND IN BOTH THE PUBLIC AND PRIVATE SECTORS

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KEYWORDS	ABSTRACT
Model, Human Resource Management, Organizational Culture, Transformational Leadership, Talent Management, Organizational Commitment, Medical Personnel	The purpose of this research is to develop a model of causal factors affecting talent management and organizational commitment of medical personnel in Thailand in both the public and private sectors. The researcher applied the mixed methods research: consisting of quantitative research and qualitative research. Regarding the quantitative research, the samples were 520 medical personnel in Thailand in both the public and private sectors. Regarding the qualitative research, the researcher used the purposive sampling to define 5 key informants and another 5 experts for confirming the model. With regard to the analysis results of structural equation model according to the hypotheses, the adjusted structural equation model had all six goodness of fit indices that passed the acceptance criteria: $\chi^2 / df = 1.020$, CFI = 1.000, GFI = 0.973, AGFI = 0.954, RMSEA = 0.006 and RMR = 0.007. It can be concluded that the structural equation model had a good fit with the empirical data.

INTRODUCTION

The current health workforce situation in Thailand is reflected in the report of the calculation of health service network arrangement of the service units under Office of the Permanent Secretary, Ministry of Public Health, which found that the most shortage professions are nurses, dentists, and doctors [1]. The causes are due to the problem of insufficient production of workforce to meet demand and also due to the government's policies [2]. The outbreak of the coronavirus has prompted medical and public health organizations to adapt and respond to this situation faster than other organizations. In every hospital, the administrators must adjust their personnel's work policies to be in line with this situation and must also take into account the safety of personnel who have an increased workload. The hospital must provide satisfactory health services so that patients feel happy to seek treatment at the hospital [3]. The daily duties of hospital personnel are tiring and difficult, while the compensation and advancement must be improved because they are important morale boosters for the personnel to take on a heavy workload [4]. In this regard, the hospital administrators are trying to sustain the organization through this crisis by increasing compensation higher than in the past in order to make personnel be satisfied and committed to the organization [5].

Human resource management is an important variable in determining the workforce and the qualifications of personnel to perform their duties in line with the goals and to achieve the organization's objectives [6]. Organizational culture is another factor that helps shape the shared behaviors, beliefs, values, and practices [7]; and promote the transformational leaders who demonstrate their abilities until being accepted and develop their followers who have

higher abilities and confidence [8], and also create the inspiration and new perspectives [9] to achieve higher goals. Many of the above factors enable the organizations to obtain talented and capable people. Therefore, the talent management is an important mechanism that has an effect on the organization in the dimension of human resource management. It starts with selecting talented people; after obtaining them, the organizations should plan the development to create these talented people with outstanding performance, high competence and potential. The organization should also motivate them, delegate the work, and retain these talented people in the organization because they will act as drivers to make the organization's missions successful and to achieve the organization's goals [10]. In addition to the organization having to manage the talented people, there is another challenge which is how to make them feel committed to the organization. When the organization can create good commitment for its employees [11], the personnel with high organizational commitment will have intention and dedication to work more than those with low organizational commitment. The organizational commitment makes personnel be satisfied with their work, have a good understanding and acceptance of organization's goals, and have the morale and willingness to work as the personnel of organization, especially the personnel with high abilities or talented people. The personnel commitment is also an important variable that shows the difference between staying or leaving the organization and has an effect on the organization's efficiency. Regarding employee engagement and retention, HR leaders who exhibit empathy and emotional awareness can better understand employee needs, leading to improved engagement and reduced turnover. This creates a positive organizational climate and enhances overall productivity [12].

From the importance of the problems mentioned above and the information obtained from the literature review, it was found that there has been no study about the model of factors affecting the talent management and organizational commitment of medical personnel in Thailand in both the public and private sectors. This is the main reason why the researcher is interested in studying and conducting the research on this topic. The researcher believes that the results of this research can help increase the efficiency and effectiveness of human resource management in the organization; including the academic benefits, such as for academics, researchers, and students to integrate the results of this empirical study with the educational development and the academic extension.

RESEARCH PURPOSES

1. To study the influence of human resource management, organizational culture, transformational leadership on talent management and organizational commitment of medical personnel in Thailand in both the public and private sectors.

2. To develop a model of causal factors affecting talent management and organizational commitment of medical personnel in Thailand in both the public and private sectors.

RESEARCH HYPOTHESES

Hypothesis 1: Human resource management has an influence on talent management.

Hypothesis 2: Organizational culture has an influence on talent management.

Hypothesis 3: Transformational leadership has an influence on talent management.

Hypothesis 4: Talent management has an influence on organizational commitment of medical personnel in Thailand in both the public and private sectors.

Hypothesis 5: Human resource management has an influence on organizational commitment of medical personnel in Thailand in both the public and private sectors.

Hypothesis 6: Organizational culture has an influence on organizational commitment of medical personnel in Thailand in both the public and private sectors.

Hypothesis 7: Transformational leadership has an influence on organizational commitment of medical personnel in Thailand in both the public and private sectors.

RESEARCH METHODOLOGY

This research used mixed methods, consisting of quantitative research and qualitative research. The populations for the quantitative research are 221,470 medical personnel

in Thailand in both the public and private sectors, consisting of nurses, dentists, pharmacists, and medical technologists. According to Hair's theory, the sample size was defined at 520 samples to ensure that the sample size could be used as a statistical value that represented the population [13]. The questionnaire was used as a research tool for quantitative research. Regarding the qualitative research, an interview was used as a research tool. The researcher determined 2 sample groups by using the purposive sampling for the qualitative research. The first group is 5 key informants to synthesize the variables along with conducting the literature review; and the second group is 5 experts to confirm the model created by the researcher. The statistics used for the quantitative research are Pearson's Correlation Coefficient Analysis to find the relationship between variables, Confirmatory Factor Analysis (CFA), and Structural Equation Model (SEM), by using the IBM SPSS AMOS 24 program to create a causal model. Regarding the qualitative data, the researcher used the content analysis.

RESEARCH FINDINGS

The analysis results of opinions on factors influencing talent management and organizational commitment

With regard to opinions on factors influencing talent management and organizational commitment, the results show that the respondents had opinions on organizational culture at high level ($\bar{X} = 3.94$, S.D. = 0.72), followed by human resource management ($\bar{X} = 3.88$, S.D. = 0.71), and transformational leadership ($\bar{X} = 3.87$, S.D. = 0.78) respectively (Table 1).

Table 1 shows the analysis results of opinions on factors influencing talent management and organizational commitment

Factors Influencing Talent Management and Organizational Commitment	\bar{X}	S.D.	Interpretation
Human Resource Management	3.88	0.71	High
Organizational Culture	3.94	0.72	High
Transformational Leadership	3.87	0.78	High

The results of Confirmatory Factor Analysis of variables (CFA)

1) Human Resource Management (HR)

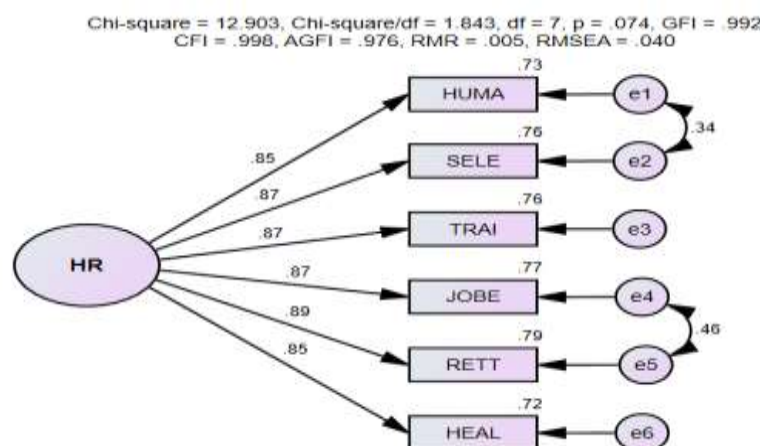


Figure 1 shows the model of human resource management factors.

From Figure 1, the results of the analysis of this measurement model were Chi-Square = 12.903, df = 7, p-value = 0.74, RMSEA = 0.040, GFI = 0.992, AGFI = 0.976. It shows that the Human Resource Management (HR) measurement model was consistent with empirical

data. When considering the sub-components of human resource management, it was found that there were 6 variables with factor loading in indicating human resource management, which were ranked from the most to the least, namely, Retention (RETT), Job Evaluation (JOBE), Selection (SELE), Training and Development (TRAI), Human Resource Planning (HUMA), and Health and Safety (HEAL) respectively. The factor loading of each sub-component was 0.89, 0.87, 0.87, 0.87, 0.85, and 0.85, respectively.

2) Organizational Culture (OC)

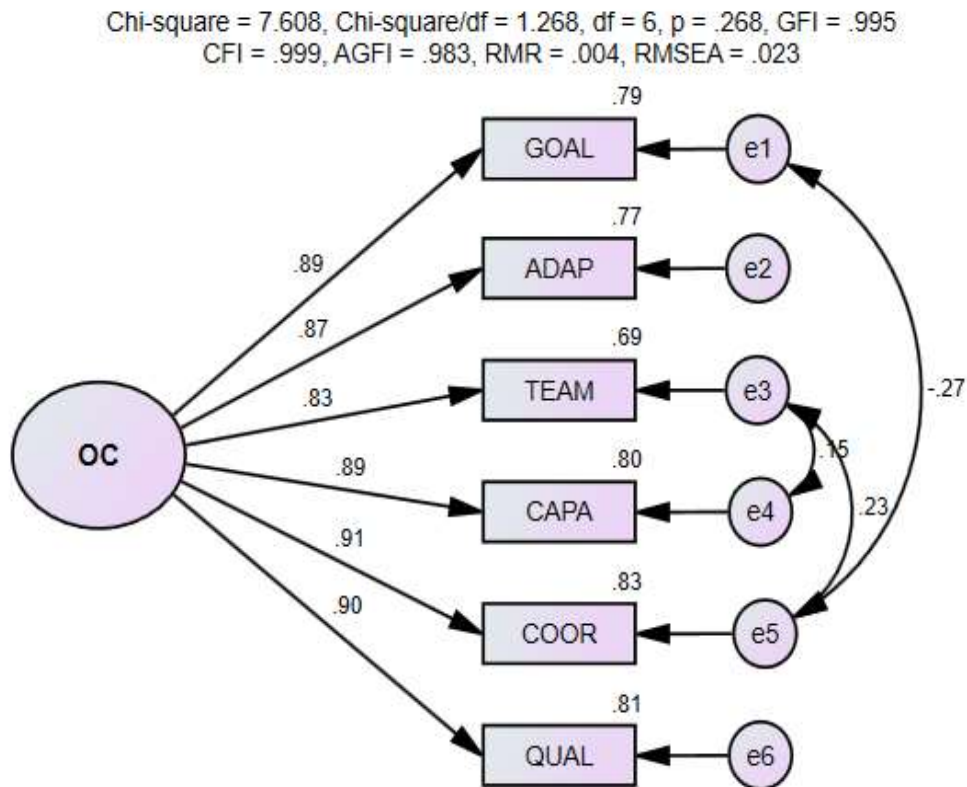


Figure 2 shows the model of organizational culture factors.

From Figure 2, the results of the analysis of this measurement model were Chi-Square = 7.608, df = 6, p-value = 0.268, RMSEA = 0.023, GFI = 0.995, AGFI = 0.983. It shows that the Organizational Culture (OC) measurement model was consistent with empirical data. When considering the sub-components of organizational culture, it was found that there were 6 variables with factor loading in indicating organizational culture, which were ranked from the most to the least, namely, Coordination and Integration (COOR), Quality Achievement (QUAL), Capability and Innovation- supportive Orientation (CAPA), Goals Achievement (GOAL), Adaptive Orientation (ADAP), and Team Spirit (TEAM) respectively. The factor loading of each sub-component was 0.91, 0.90, 0.89, 0.89, 0.87, and 0.83, respectively.

3) Transformational Leadership (TL)

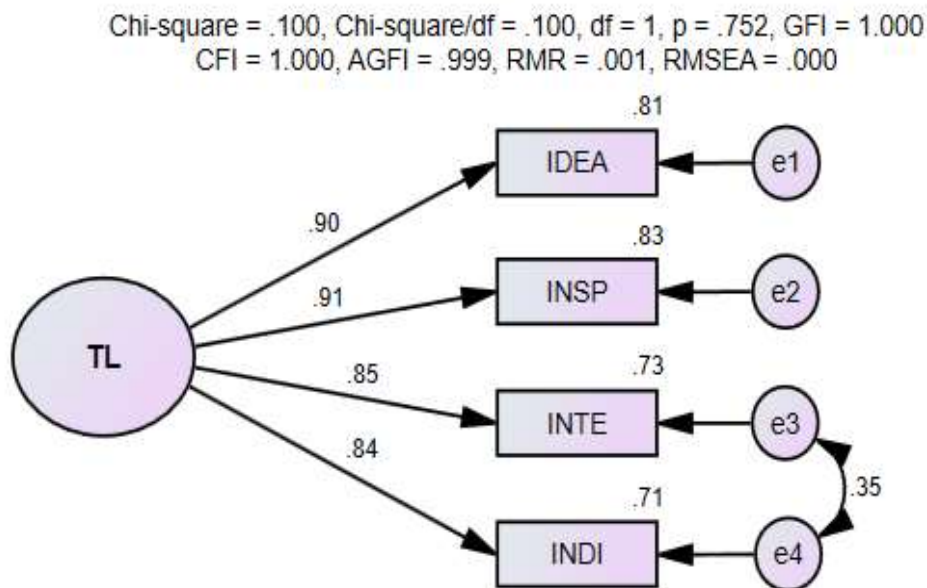


Figure 3 shows the model of transformational leadership factors.

From Figure 3, the results of the analysis of this measurement model were Chi-Square = 0.100, df = 1, p-value = 0.752, RMSEA = 0.000, GFI = 1.000, AGFI = 0.999. It shows that the Transformational Leadership (TL) measurement model was consistent with empirical data. When considering the sub-components of transformational leadership, it was found that there were 4 variables with factor loading in indicating transformational leadership, which were ranked from the most to the least, namely, Inspirational Motivation (INSP), Idealized Influence (IDEA), Intellectual Stimulation (INTE), and Individual Consideration (INDI) respectively. The factor loading of each sub-component was 0.91, 0.90, 0.85, and 0.84, respectively.

4) Talent Management (TM)

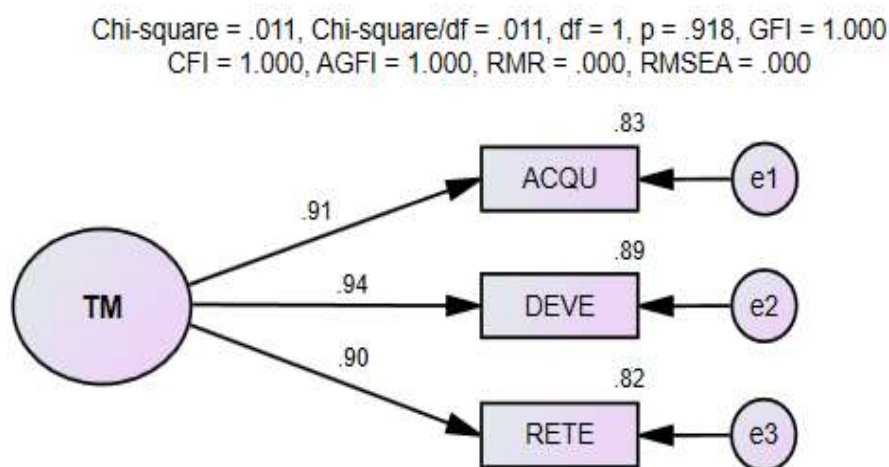


Figure 4 shows the model of talent management factors.

From Figure 4, the results of the analysis of this measurement model were Chi-Square = 0.011, $df = 1$, p -value = 0.918, RMSEA = 0.000, GFI = 1.000, AGFI = 1.000. It shows that the Talent Management (TM) measurement model was consistent with empirical data. When considering the sub-components of talent management, it was found that there were 3 variables with factor loading in indicating talent management, which were ranked from the most to the least, namely, Talent Development (DEVE), Talent Acquisition (ACQU), and Talent Retention (RETE) respectively. The factor loading of each sub-component was 0.94, 0.91, and 0.90, respectively.

5) Organizational Commitment (OM)

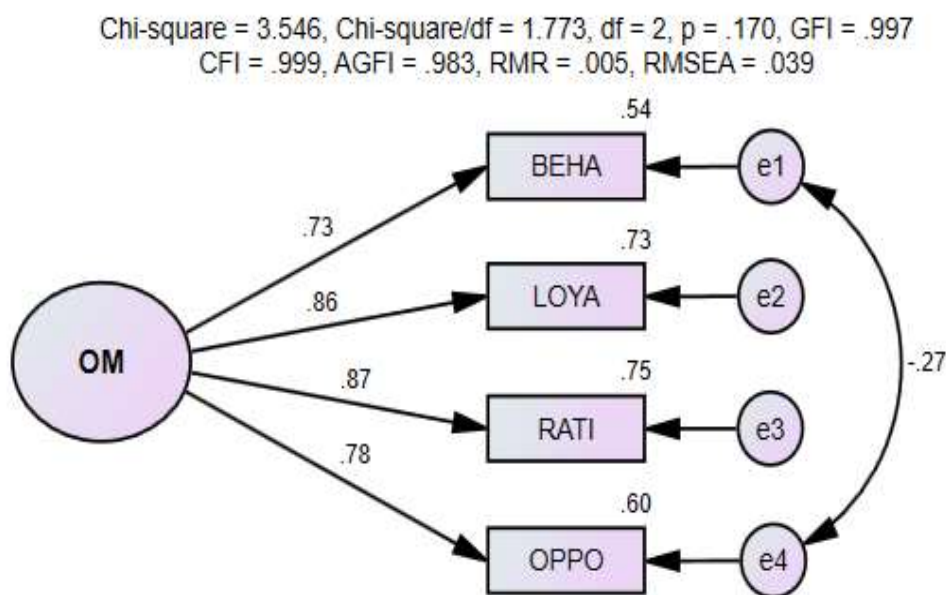


Figure 5 shows the model of organizational commitment factors.

From Figure 5, the results of the analysis of this measurement model were Chi-Square = 3.546, $df = 1$, p -value = 0.170, RMSEA = 0.039, GFI = 0.997, AGFI = 0.983. It shows that the Organizational Commitment (OM) measurement model was consistent with empirical data. When considering the sub-components of organizational commitment, it was found that there were 4 variables with factor loading in indicating organizational commitment, which were ranked from the most to the least, namely, Rational Loyalty (RATI), Loyalty Attitude (LOYA), Opportunity Loyalty (OPPO), and Behavioral Loyalty (BEHA) respectively. The factor loading of each sub-component was 0.87, 0.86, 0.78, and 0.73, respectively.

The analysis results of Structural Equation Model according to the hypotheses (SEM)

The researcher developed the model by using the Exploratory Factor Analysis (EFA). The results of the model fit index analysis after the researcher adjusted the model by relaxing the statistical conditions by allowing the errors of the observed variables to be related. The results after being adjusted show that the model was consistent with the empirical data, with all six goodness of fit indices that passed the acceptance criteria: $\chi^2 / df = 1.020$, CFI = 1.000, GFI = 0.973, AGFI = 0.954, RMSEA = 0.006 and RMR = 0.007. It can be concluded that the structural equation model had a good fit with the empirical data (see Table 2).

Table 2 shows the analysis results of the goodness of fit indices of the model after being adjusted.

Goodness of Fit Indices	Criteria	Before being Adjusted		After being Adjusted	
		Obtained Indices	Results of Consideration	Obtained Indices	Results of Consideration
χ^2/df	< 2.00	4.610	Not qualified	1.020	Qualified
CFI	≥ 0.95	.946	Not qualified	1.000	Qualified
GFI	≥ 0.95	.853	Not qualified	.973	Qualified
AGFI	≥ 0.90	.816	Not qualified	.954	Qualified
RMSEA	< 0.05	.083	Not qualified	.006	Qualified
RMR	< 0.05	.015	Not qualified	.007	Qualified

Source of criteria: [14]

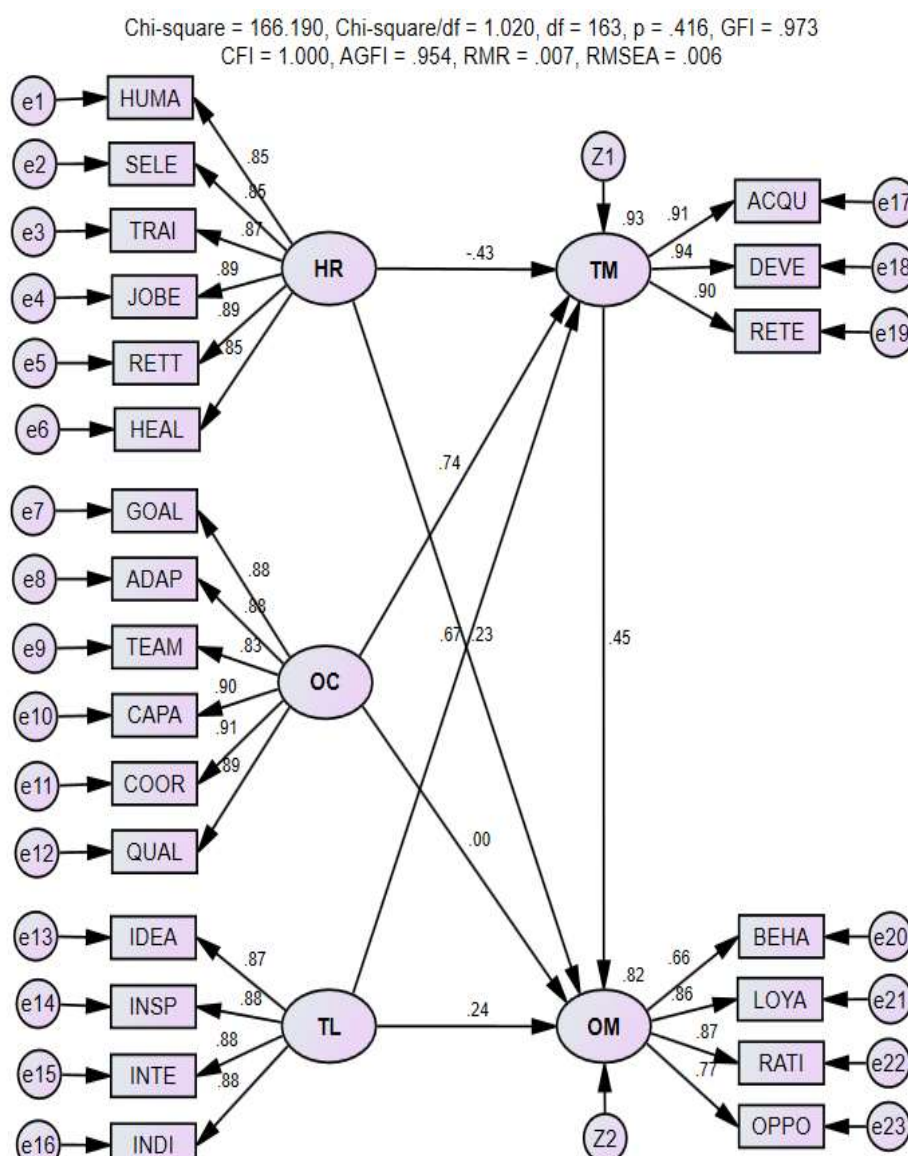


Figure 6 shows the structural equation model created by the researcher.

DISCUSSION

The content in this section is a discussion of the results according to the research hypotheses as follows:

With regard to the test of Hypothesis 1, it was found that human resource management had a direct influence on talent management with statistical significance at the level of 0.01. This is relevant to the studies of many scholars who confirmed the importance of human resource management as an important foundation in measuring the relationship with talent management. Human resource planning, training and development, job evaluation and retention had an effect on the effective talent acquisition and talent development [15] [16] [17] [18]. Moreover, the suitable environment for talent development and talent retention also requires a focus on safety and health of employees [19] [20].

With regard to the test of Hypothesis 2, it was found that organizational culture had a direct positive influence on talent management with statistical significance at the level of 0.01. This is relevant to the studies of many scholars who confirmed the importance of organizational culture affecting talent management in the organization. Goals achievement, team spirit, and capability and innovation-supportive orientation had an effect on the management of all talented people in the organization [21] [22] [23] [24]. Some related research [25] [26] indicated that coordination and integration, and quality achievement had an effect on talent development and talent retention. In addition, adaptive orientation and team spirit also played a part in supporting every step of talent development and talent retention in the organization [27] [28] [29].

With regard to the test of Hypothesis 3, it was found that transformational leadership had a direct positive influence on talent management with statistical significance at the level of 0.01. This is relevant to the studies of many scholars who confirmed the importance of transformational leadership affecting talent management in an organization. Idealized influence, inspirational motivation, and intellectual stimulation had an effect on the appropriate and effective talent acquisition and talent development in the organization [30] [31] [28] [32] [8]. Furthermore, in order to retain talented people in the organization, it is necessary to give importance to the individual consideration [9] [33] [21] [27] [34] [35] [18]. Some study results [36] also confirmed the relationship between transformational leadership and talent management at different levels of talent acquisition, talent development, and talent retention.

With regard to the test of Hypothesis 4, it was found that talent management had a direct positive influence on organizational commitment with statistical significance at the level of 0.01. This is relevant to the literature review which confirmed the importance of talent management affecting organizational commitment. Talent acquisition and talent development had an effect on behavioral loyalty and loyalty attitude of employees of the organization to create confidence and commitment effectively [25] [30] [37] [38] [36] [26] [39] [23] [35] [29] [18]. In addition, the organization can retain the talented people in the organization by focusing on creating rational loyalty and opportunity loyalty of employees in order that they can support and work for the organization effectively in the long term [9] [33] [21] [27] [34] [11] [40] [41].

With regard to the test of Hypothesis 5, it was found that human resource management had a direct positive influence on organizational commitment with statistical significance at the level of 0.01. This is relevant to the previous studies which confirmed the importance of human resource management affecting organizational commitment. Human resource planning, selection, and training and development had an effect on organizational commitment in terms of behavioral loyalty and loyalty attitude of the employees, and also

emphasized opportunity loyalty of the organization towards the employees so that they can work for the organization effectively and sustainably [42] [43] [44] [6]. In addition, retention, and health and safety of the employees also generated rational loyalty and opportunity loyalty; which enabled the employees to have confidence and commitment to the organization [45] [19] [46] [47].

With regard to the test of Hypothesis 6, it was found that organizational culture had a direct positive influence on organizational commitment with statistical significance at the level of 0.01. This is relevant to the previous literature review which confirmed the importance of organizational culture affecting organizational commitment. Goals achievement, coordination and integration, and capability and innovation-supportive orientation had an effect on behavioral loyalty and loyalty attitude of employees by focusing on opportunity loyalty and adaptive orientation in order to support confidence and commitment to the organization effectively [48] [25] [26]. Moreover, capability and innovation-supportive orientation, and coordination and integration had an effect on organizational commitment by focusing on behavioral loyalty and rational loyalty to create confidence and commitment to the organization [50] [24].

With regard to the test of Hypothesis 7, it was found that transformational leadership had a direct positive influence on organizational commitment with statistical significance at the level of 0.01. This is relevant to the studies of many scholars who confirmed the importance of transformational leadership affecting organizational commitment. Idealized influence had a relationship with organizational commitment [30] [36]; while inspirational motivation and intellectual stimulation had a relationship with organizational commitment in terms of loyalty attitude, rational loyalty, and opportunity loyalty [51] [52]. Furthermore, individual consideration also had a relationship with organizational commitment in the same way [38] [34] [35].

RECOMMENDATIONS

1) Academic Benefits

1.1) The model obtained from this research is created by the researcher. It is consistent with empirical data; therefore, this model can be used to further the academic knowledge in the field of human resource management of medical personnel in the future.

1.2) The medical personnel in hospitals are the most important human capital of the organization. The research results confirm the importance of factors affecting organizational commitment. Scholars in the fields of organizational management and human resources can use the research results to specify indicators to develop the teaching curricula in the university level.

2) Benefits of Applying Research Results

The main purpose of this research is to manage the talented people and focus on making them be committed to the organization. The human resource management department of both public and private hospitals can use the research results as follows:

2.1) Talent management requires talent retention. The hospital must create the belief that the organization needs the talented personnel by selecting from the internal personnel before recruiting the external people, and always giving importance to evaluating and communicating the performance results for every position.

2.2) Talent management requires talent acquisition. The hospital must set the policies and processes for recruiting personnel for every position in a timely manner, emphasizing fairness and transparency. The principles for employment must be easy to understand and friendly. Personnel must have abilities that match the job positions.

2.3) Talent management requires talent development. The hospital must allow the personnel in every position to learn and develop their work abilities through development activities, including the training in human resource development courses.

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