

STUDY ON TALENT MANAGEMENT INFLUENCE ON CUSTOMER SATISFACTION

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Abstract: The purpose of the study is to investigate how large firm has developed talent management programs for its human resources development plan and how talent management is beneficial to firms concerning to their contribution on customer satisfaction. The data collection period was during July- August 2018. Total numbers of 272 subjects were randomly selected and the final complete numbers were 176 usable subjects. The framework considers a theoretical rationale for workplace engagement and organizational citizenship behavior serving as mediators. The talent management has been recognized as an organizational key driver for managerial performance. However, many business firms in Thailand may overlook the talent management system to overcome the firms' capability to generate profit under their limitation. The subjects are employees at PTT Public Company Limited. The Structural Equation Model (SEM) was applied to clarify the multivariate framework. The results indicate that talent management affects both work engagement and organizational citizenship behaviors, which consequently affect customer satisfaction. The results conclude that the company concentrate on talent management will enhance customer satisfaction through work engagement and organizational citizenship behaviors. Future studies should concentrate on smaller firms and how they perform in this context.

Key words: Talent Management, Work Engagement, Organizational Citizenship Behavior, Customer Satisfaction

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Introduction

The concept of talent management (TM) has been a subject of increasing academic interest in human resources management for more than two decades. Many scholars have devoted their research to talent management over the past decade. Prior to this, researchers were endeavoring to understand the conceptual development of talent management. The importance of talent management has increased due to the current competitive business environment where gaining a competitive advantage originates from companies being innovative. Such firms support scholars' conclusion that talent management serves to create innovation so

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that businesses develop a good competitive advantage (Coulson-Thomas, 2012). However, many questions have been generated on the significance of this development in recent times. Studies on the theme of talent management have arisen out of a phenomenon-driven agenda.

Conversely, the perspective has arisen that individual talent is in fact crucially linked other factors that help support the organization in its functions, objectives and business strategies, etc. (Collings, Doherty, Luethy, & Osborn, 2011). The overall human resources functions such as recruitment, selection and development should be emphasized. Talent management approaches need to be linked more closely to the organizational goals and individuals' expectations; both parties expect to benefit in some way (Farndale, Pai, Sparrow, & Scullion, 2014). Therefore, firms should invest in human capital specifically to optimize their employees' talent and expertise. Talent can be summarized as a collection of accumulated knowledge, skills, experience, and results derived from employees' behaviors and workplace actions that help to achieve company or corporate goals (Schiemann, 2014). Moreover, the management team has a key responsibility to put in place human resources policies and procedures that help to identify talented people who can perform to a high standard consistently. Talent management has to take into account the workplace engagement of employees. The desired organizational citizenship behaviors constitute another factor that can positively impact on firms (Yen & Teng, 2013), to the extent that some analyses have found a significant relationship among workplace engagement, organizational citizenship behavior and talent management (Zhang, Guo, & Newman, 2017). However, those studies omitted the link between talent management and marketing functions or results. For this reason, we are interested in investigating how talent management can enhance firms in term of customer satisfaction through employees' behavior and marketing function in term of customer relation management and firms' social activities.

Literature Review

Literature has highlighted a significant development in our understanding of talent management, which has been conceptualized in terms of employees' attitude, capability, skills, and commitment to work better for their organization (Gallardo-Gallardo, Dries, & González-Cruz, 2013). Talent can be defined as the knowledge, skills, experience, capabilities, value and behaviors of all employees that have benefited the organization's objectives or strategic plan (Schiemann, 2014). If firms can maximize the outcome of talent investment, higher quality procedures and greater customer retention will be generated (Wirtenberg, Lipsky, Abrams, Conway, & Slepian, 2007; Wróblewski & Dacko-Pikiewicz, 2018). Sensible and forward-looking human resources practices will support the valued employees so that the organization's needs are met (Ingram & Glod, 2016). Business management can consider talent management as a strategy involving internal activities and operational processes that foster employees' commitment to the

company (Collings & Mellahi, 2009). Human resources has to be a strategic concept that combines all the functions that can contribute to better workplace and overall organizational performance (Oladapo, 2014). Thus, talent management can be considered as a process of recruitment, selection, development, learning while working in the organization, retention, and performance management. Successful monitoring of these activities will in turn help support and consolidate the workplace engagement of employees (Attridge, 2009). Some approach emphasizes the role of employees engagement strongly relating decision to planning successful (Aksakal, Dağdeviren, Eraslan, & Yüksel, 2013). Thus, we can consider the effect of talent management that may have on work engagement of employee.

Organizational citizenship behavior (OCB) is defined as employees' positive behaviors contributing to overall organizational effectiveness, and without having a reward system in place to encourage it (Organ, 1988). Three components of organizational citizenship behaviors should be addressed. First, conscientiousness refers to accountability in employees' duties and their performance in harnessing resources to support organizational success. Second, altruism refers to the behaviors expressing the traits of sacrifice, generosity, and voluntary, cheerleading and supporting other colleagues so that tasks are achieved. Third and finally, sportsmanship refers to employees' behaviors where they undertake their responsibilities and are determined even when obstacles or hardship appear. They retain their sense of effort, are discreet and stable, have a positive attitude and are respectful of other people's opinions, and know how to work in teams for people's mutual advantage. To elucidate the role of organizational citizenship behavior, self-determination theory explains the relationship between workload and sustained discretionary behaviors (Deci & Ryan, 2000; Halbesleben, 2008; Montani & Dagenais-Desmarais, 2018). Since citizenship behaviors moderate and support learning capabilities, they can also be exploratory, assimilative, and transformative for the benefit of organizational absorptive capacity (Hart, Gilstrap, & Bolino, 2016). Consequently, this should in turn assist employees to be more engaged with their workplace duties in term of activities such as customer relation and social responsibility program, and lead to superior marketing performance.

Highly engaged employees are found to be strongly identified with pride in their work and indicating much more devoted effort to their workplace duties and goals (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015). Three components of work engagement that should be considered are as follows: willingness of each employee to exert effort; dedication to work; and commitment to ongoing improvement and better results (Alfes, Shantz, Truss, & Soane, 2013; Alrashidi, Phan, & Ngu, 2016; Bakker, Demerouti, & Sanz-Vergel, 2014). Some analyses have examined this issue at the individual level such as specific tasks or features that are essential at the organizational level, for example work practices (Kahn, 1990). A new concept has subsequently emerged where analyses of workplace engagement focus on relationships between individual and organizational goals using a holistic approach to explaining specific tasks within a firm. From this perspective, the employees'

behaviors are important in terms of overall workplace processes rather than individual tasks. They will have experiences with various functions that encourage a positive emotional state, positive work oriented behaviors and lead to a higher level of engagement with the firm (Green, Finkel, Fitzsimons, & Gino, 2017).

It is these considerations that drive the company to implement a customer relationship management (CRM) program. Similarly, corporate social responsibility is also important to for the company's marketing strategy since consumers are alert to firms' wider community activities such as care for the environment. The company's responsiveness to stakeholders will determine their willingness to pay more for PTT's products and services (Bhardwaj, Chatterjee, Demir, & Turut, 2018). Large companies put particular emphasis on the importance of corporate social responsibility through their investments in social schemes and activities, the results of which exert a positive outcome on financial performance (Maqbool & Zameer, 2018). We can conclude that firms should ensure that their desire for profits is balanced by being socially responsible for the good of the wider community. Multinational firms will obtain more if their corporate social responsibility activities are genuine and linked to pursuing international markets (Park & Cave, 2018). These factors help to inform our conceptual framework that link customer relation management and corporate social responsibility with quality of product and services that may finally affect to profitability.

H1: There is positive association among the customer relationship management and customer satisfaction.

H2: There is positive association among the organizational citizen behavior and customer satisfaction.

H3: There is positive association among the talent management and customer satisfaction.

H4: Work engagemnt mediates the relationship among the talent management and customer satisfaction.

H5: Social responsibility mediates the relationship among the talent management and customer satisfaction.

Research Design and Methods

This study seeks to explore the practical applicability of talent management and its impact on customer relationship management and social responsibility, where the ultimate objective is to improve and retain customer satisfaction. In addition, we examine work engagement and organizational citizenship behaviors as employees' behaviors that serve as important mediators. We conducted the empirical analysis by examining the Thai company PTT. Specifically, the participants in this study are employees who were part of the talent management program. The data collection period was during July- August 2016. Total numbers of 272 subjects were randomly selected and the final complete numbers were 176 usable subjects.

The questionnaires served the purpose of data collection, and the major variables included in it were: talent management, work engagement, organizational citizenship behavior, customer relationship management, corporate social responsibility, and customer satisfaction. This instrument was adapted from our review of other studies and operational definitions. We then defined the questions more explicitly, based on the variables included in our framework. A Likert scale was applied, and it was revised according to 9 experts who determined the validity of the content according to the Index of Item-Objective Congruence (IOC). Moreover, Cronbach's Alpha Coefficient was applied to evaluate its level of reliability. There are 4 questions to measure entire process of talent management, 6 questions for work engagement, 7 questions for organizational citizenship behaviors, 3 questions for social responsibility, 3 questions for customer relation management, and 2 questions to measure customer satisfaction.

Reliability Testing

According to the reliability results, this study applied the Cronbach's alpha to all the items and specifically investigated the variables. The results reported that Cronbach's alpha was between 0.823 and 0.898, which means that the results of this study were reliable. In determining the completeness of the instrument, the construct validity and discriminant validity were tested. Convergent validity was measured using the value of confirmatory factor analysis (CFA) where factor loading should be greater than 0.6. It was found her that the average variance extracted (AVE) of all variables was above 0.5. Moreover, discriminant validity was tested by examining the correlation between constructs and the correlation between observed variables should less than 0.85. Results regarding AVE are presented in the following table.

Table 1 Correlation Matrix for Variables in Models

Variable Name	1	2	3	4	5	6
1. Talent Management (TM)	.65					
2. Organizational Citizenship Behavior (OCB)	.28	.54				
3. Work Engagement(WE)	.40	.76	.53			
4. Customer Relationship Management (CRM)	.45	.59	.54	.72		
5. Social Responsibility (SR)	.26	.44	.35	.58	.65	
6. Customer Satisfaction (CS)	.36	.52	.47	.67	.61	.82

AVE² in diagonal line

Summarizing the model fit, the results for the measurement model indicated the Normed Chi-Squared fit index derived from Chi-Square/degrees of freedom is 1.074, indicating a good fit model. The value of Goodness-of-Fit and the Adjusted Goodness-of-Fit are 0.900, and 0.865, respectively. The Root Means Square Error of Approximation is 0.021. The Normed Fit Index and Comparative Fit Index value are equal 0.913, and 0.993, respectively. All of the data mentioned above indicate a good fit for this specific model.

Findings

Our findings indicate that talent management has a significant effect on organizational citizenship behavior and workplace engagement ($\beta=0.30$ with p-value $<.001$, $\beta=0.21$ with p-value $<.01$). Organizational citizenship behavior has a significant effect on workplace engagement and customer relationship management ($\beta=0.67$ with p-value $<.001$, $\beta=0.38$ with p-value $<.05$). Workplace engagement has a significant effect on customer relationship management ($\beta=0.29$ with p-value $<.05$), and organizational citizenship behavior has a significant effect on corporate social responsibility ($\beta=0.37$ with p-value $<.05$). Meanwhile customer relationship management has a significant effect on customer satisfaction ($\beta=0.49$ with p-value $<.001$) and corporate social responsibility has a significant effect on customer satisfaction ($\beta=0.35$ with p-value $<.001$). However, work engagement does not significantly affect corporate social responsibility.

Table 2 the regression weight

	Estimate	S.E.	C.R.	P-value
OCB <-- TM	.30	.05	3.61	***
WE <-- TM	.21	.04	3.23	**
WE <-- OCB	.67	.10	7.43	***
CRM <-- OCB	.38	.13	3.14	*
CRM <-- WE	.29	.17	2.47	*
SR <-- OCB	.37	.18	2.72	*
SR <-- WE	.10	.15	.801	.423
CS <-- CRM	.49	.09	6.21	***
CS <-- SR	.35	.07	4.66	***

Discussions

PTT is a large Thai company that has concentrated on human resources management and specifically its talent management program, so that staff can undertake management functions. As a best practice company in Thailand, PTT also has to focus on profit-related activities such as corporate social responsibility and customer relationship management. This study found that the talent management concerning to preparing a career path by firm to the development and growth of their employees is necessary. This result is congruent with the study of career development for employees in service industry (Jackson Jr & Sirianni, 2009). In addition, the evaluation process from short to long term is also crucial to the success of talented people (Martindale, Collins, & Abraham, 2007). Consequently, these practices affect to work engagement and organizational citizenship behavior of talent employees. The work engagement of talent employees is considered in term of enthusiasm, energize, emotional stability when work, effort, and devote private time to organizational work. Similarly,

organizational citizenship behavior is determined in the relationship between employees and their colleague such as supporting, reputation, open mind to other attitude. Then, talent management program of firms contributes to the better behaviors of employees in term of support others. Moreover, it encourages employees at work to devote their endeavor on specific functions such as customer relation and corporate social responsibility. The factor mentioned earlier contributes to the multiple factors involved in corporate social responsibility as support organization to cultural and society, and customer relationship management such as helping firm in creating good relationship with customer in term of better services which all influence customer satisfaction in value creation and continuous improvement of products and services of an organization.

Conclusion

The results of this study make several contributions to the topic and make suggestions to policy-makers, regulators, company personnel such as management and human resources staffs, which they can consider. First, we found talent management makes a very direct impact on workplace engagement and organizational citizenship behavior. The talent management in this study is one where PTT is implementing a continuous development and transition program to enhance employees' career progress, discern who the talented employees are, and evaluate the progress and success of the talent management program. The results can be applied to other companies who should consider the link between workplace tasks and organizational context. It is imperative that employees' career progress and the talent management program, in which they are included, need to be accompanied by a well-targeted and thought out evaluation process. Moreover, the management should consider creating of various factors to support the need of talent employees in achieving success of their work goals. Appropriate talent management will result in good organizational citizenship behavior exhibited by employees and the important traits here are: teamwork, good work ethic, respect for other internal and external clients, and acceptance of new ideas. This desirable behavior can create other employees to devote their highest capabilities to make organizational achieve its goals. Consequently, such behaviors will result in fewer customer complaints, improved customer repurchasing of the company's goods and services, and ensuring customer loyalty to the brand. Moreover, both customers and employees will understand the company's corporate social responsibility programs better and what is being achieved by them. In addition, the overall results encourage the management in considering talent employees attitude toward entire process of talent management program that can be developed in depth of individual understanding that might be further observed.

This study confirms the link between talent management and organizational citizenship behavior. This link has rarely been reported in other studies and it is in fact a fairly new subject of analysis. Furthermore, the results found that there was a real connection between talent management and workplace engagement, and what

is really important here is how to keep employees truly motivated and what human resources management practices need to identify. Motivation of employees can be extended to leadership style and requirements, given that well-adjusted employees will potentially be the next generation of leaders for companies such as PTT. Human resources management practices are concerned with systematic procedures that are effective and efficient in talent management and knowing what the demands and expectations of recruitment, development, and retention of personnel are.

Some limitations of this study may inform future scholars about how to conduct and include in their research on this subject. The findings are here limited to the large Thai company, PTT. Therefore, this should be aware of generalize to a wider context. Neither does this analysis take into account what is happening in smaller-sized firms. Furthermore, PTT is a company operating in the petroleum industry which is very different from other industries. A comparison of its talent management activities with other types of industries would make for interesting results. Moreover, this study comprises results within only one business organization that offers certain types of products and goods/services to its customers. It was measured from employees' perceptions. Future research should investigate similar firms' performance to make a comparison with generalizable findings. Moreover, the other scholars can investigate from the customer or management point of view concerning how to link between management practices to customer satisfaction via talent management.

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BADANIE WPŁYWU ZARZĄDZANIA LUDŹMI UZDOLNIONYMI NA SATYSFAKCJĘ KLIENTA

Streszczenie: Celem artykułu jest przedstawienie, w jaki sposób duża firma opracowała programy zarządzania ludźmi uzdolnionymi do swojego planu rozwoju zasobów ludzkich oraz w jaki sposób zarządzanie tymi ludźmi jest korzystne dla firm pod względem ich wkładu w zadowolenie klienta. Okres zbierania danych trwał od lipca do sierpnia 2018 r. Losowo wybrano całkowitą liczbę 272 respondentów, a ostatecznie wykorzystano 176 użytecznych ankiet. Ramy te uwzględniają teoretyczne uzasadnienie zaangażowania w miejscu pracy i zachowania obywatelskiego w organizacji jako mediatorów. Zarządzanie zdolnymi ludźmi zostało uznane za kluczowy czynnik organizacyjny w zakresie zarządzania. Jednak wiele firm biznesowych w Tajlandii może przeoczyć ten system zarządzania w celu przezwyciężenia zdolność firmy do generowania zysków. Podmioty są pracownikami PTT Public Company Limited. W celu wyjaśnienia struktury wielowymiarowej zastosowano model równań strukturalnych (SEM). Wyniki wskazują, że zarządzanie ludźmi uzdolnionymi wpływa zarówno na zaangażowanie w pracę, jak i na zachowania obywatelskie w organizacji, co w konsekwencji wpływa na zadowolenie klienta. Wyniki wskazują, że firma skoncentrowana na tym zarządzaniu i zwiększy zadowolenie klientów poprzez zaangażowanie w pracę i zachowania organizacyjne związane z obywatelstwem. Przyszłe badania powinny koncentrować się na mniejszych firmach i ich wynikach w tym kontekście.

Słowa kluczowe: zarządzanie ludźmi uzdolnionymi, zaangażowanie w pracę, zachowanie obywatelskie w organizacji, zadowolenie klienta

人才管理对客户满意度的影响研究

摘要: 该研究的目的是调查大型企业如何为其人力资源开发计划制定人才管理计划, 以及人才管理如何有益于企业对客户满意度的贡献。数据收集期为2018年7月至8月。随机选择272名受试者, 最终总数为176名可用受试者。该框架考虑了作为调解人的工作场所参与和组织公民行为的理论基础。人才管理已被公认为是管理绩效的组织关键驱动力。但是, 泰国的许多商业公司可能会忽略人才管理系统, 以克服其局限性下产生利润的能力。受试者是PTT Public Company Limited的员工。应用结构方程模型(

SEM) 来阐明多元框架。结果表明, 人才管理影响工作投入和组织公民行为, 从而影响客户满意度。结果表明, 公司专注于人才管理将通过工作投入和组织公民行为来提高客户满意度。未来的研究应集中在较小的公司及其在这种情况下表现。

关键词: 人才管理, 工作投入, 组织公民行为, 客户满意度