

# THE INTERRELATIONSHIP of Organizational Culture, Talent Management, Transformational Leadership, and Commitment of Cooperative Employees in Region XII: A Path ANALYSIS

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## ABSTRACT

Employee commitment is necessary for the overall success of cooperatives; nevertheless, these organizations, similar to others, face uncertainties stemming from evolving times, economic fluctuations, and political unpredictability. Using path analysis, the study investigated organizational culture, talent management, and transformational leadership contributions to employee commitment across various cooperatives in Region XII. The study employed an adapted survey questionnaire distributed to employees from different branches of financial cooperatives in the region, utilizing a combination of random and area sampling. The result revealed high employee commitment, organizational culture, talent management, and transformational leadership in the cooperatives. Also, it indicated a direct effect of talent management and organizational culture on employee commitment, while talent management and transformational leadership exhibit indirect effects on employee commitment through organizational culture. The study also revealed a significant relationship between talent management and transformational leadership. The result uncovered intricate dynamics, emphasizing the importance of fostering a culture aligned with talent development and the pivotal role of leadership in shaping employee commitment. The direct impact of talent management and organizational culture underscores their significance. They propose a holistic approach integrating talent management, transformational leadership, and a supportive organizational culture to enhance commitment within this unique cooperative setting in Region XII.

**KEYWORDS:** *Business management, path analysis, commitment, talent management, transformational leadership, Region XII, Philippines*

## INTRODUCTION

Employee commitment plays a critical role in the overall success of cooperatives. However, cooperatives, just like any other organization, are facing uncertainties because of changing times, economic turmoil, political unpredictability (Tega, 2023), and the changing context of work, which results in a decrease in the commitment of employees (Thomas & Baddipudi, 2022). Some common issues with employee commitment identified in the literature include high absenteeism, low commitment, laziness in completing management-assigned work, and impolite conduct practices (Batau et al., 2016). Issues concerning employee commitment in the cooperatives include low benefits and compensation (Biswas, 2017), a lack of career advancement opportunities, poor working conditions, inadequate communication and participation in decision-making (Ampong, 2019), and limited training and development programs (Salcedo, 2018). These issues may result in high turnover rates, which is alarming in the Philippines due to a turnover rate of 14.2 percent, which is higher than both Asia and the Global average, and decreased organizational commitment among employees, ultimately affecting the cooperatives' overall performance and sustainability (Piatos et al., 2021).

Committed employees in cooperatives create a virtuous cycle of organizational success and community well-being. Their dedication fuels member satisfaction, innovation, and adaptability, shaping a strong cooperative culture with significant social impact (Maldovan, 2017). This commitment, coupled with the vast employment opportunities generated by cooperatives (ILO, 2018), positions them as crucial forces for job creation and income generation in communities like the Philippines (CDA, 2021). A pragmatic approach to fostering this commitment recognizes the importance of practical factors like strong culture, effective talent management, and transformational leadership (Meyer & Allen, 2017). Furthermore, Brown et al. (2011) specified that a firm commitment from employees toward the organization yields positive outcomes, including heightened job satisfaction, improved job performance, increased overall productivity, and enhanced sales.

Moreover, a robust organizational culture shapes employees' behavior, coordinates their treatment, establishes shared beliefs, fosters work commitment, and builds organizational identity (Azizollah et al., 2015). It was revealed in the study of Jafri and Mahmood (2015) that there is a considerable positive correlation between organizational culture and workers' commitment. In the same way, Ogbu and Mlangga (2019) determined that talent management

positively correlates with workers' commitment. Likewise, Silva and Mendis (2017) substantiated that transformational leadership significantly and directly impacts employee commitment. Thus, workers who perceived good transformational leadership behavior tended to be more committed. Organizational culture is also a factor that influences talent management (Wilska, 2014). Just as transformational leadership significantly impacts organizational culture development (Veiseh et al., 2014), transformational leadership also has a significant positive relationship with talent management (Oyango-Obbo, 2015).

The multifaceted nature of employee commitment has inspired diverse research from theoretical and empirical perspectives, with studies exploring HR practices (Kehoe & Wright, 2018), COVID-19's impact (Fernandez et al., 2021), leadership's role (Kim & Yoon, 2020), and culture's influence (Kim et al., 2020; Li et al., 2019). However, a systematic and comprehensive study of employee commitment impacted by organizational culture, talent management, and transformational leadership within cooperatives, primarily in Region XII, still needs to be included. This research uniquely filled this gap by focusing on cooperatives whose distinct goals, values, and structures warrant specific examination. Understanding commitment in these organizations offered practical insights for improvement and potentially enriched cooperative theory and practice. Thus, this study aims to determine the extent to which organizational culture, talent management, and transformational leadership significantly contribute to employee commitment of various cooperatives in Region XII. Specifically, this study would like to determine the level of Employee Commitment, Organizational Culture, Talent Management, and Transformational Leadership style of the Cooperatives in Region XII. Also, to know if there is a significant relationship between Organizational Culture and Talent Management, Talent Management and Transformational Leadership, and Organizational Culture and Transformational Leadership. Moreover, within the context of the research path model, this study would like to know to what extent each predictor variable significantly contributes to Employee Commitment. This study on the employee commitment among cooperative employees in Region XII is grounded on the Three-Component Model of Organizational Commitment proposed by Allen and Meyer (1996) and the Social Exchange Theory.

## METHODS

### Research Design

This study is quantitative research employing path analysis. Kline (2023) states that path analysis is a statistical method that enables users to analyze effect patterns within a system of variables. The path analysis examined the effects of organizational culture, talent management, and transformational leadership on employee commitment. Also, the path analysis examined the relationships among organizational culture, talent management, and transformational leadership.

### Research Respondents

The respondents of this study are 300 employees of primary cooperatives with credit and savings in Region XII, Philippines. As Clark et al. (2021) emphasized, a sample is needed in this research to represent the larger population and ensure that the data collected is valid and reliable. The sample size of 200 to 300 respondents selected through stratified random sampling, coupled with area sampling. The selection of participants is based on inclusion and exclusion criteria. The respondents include employees who hold no managerial positions, have at least worked in the cooperatives for more than six months, and are regular employees. This study excludes employees with managerial positions and contractual employees who served for less than six months.

### Research Instrument

The study adapted survey instruments from four different studies. The instrument for Employee Commitment was adapted from Adnan et al. (2018) with three indicators; Organizational Culture was adapted from Bizuneh (2016) with three indicators; Talent Management was adapted from Humaid (2018) with four indicators, and Transformational leadership was adapted from Ferozi and Chang (2021) with four indicators. All adapted instruments garnered a Cronbach's alpha value with good reliability scores.

### Data Gathering Procedure

Before data collection, ethical clearance was obtained from the UIC Research Ethics Committee. Permission to conduct the study was sought from the Dean of the University's Graduate School and branch managers of cooperatives in Region XII. Enumerators with strong communication skills and attention to detail were hired, trained, and supervised. Enumerators explained the

purpose, ensured voluntary participation, and emphasized data privacy. The respondents were asked to sign the ICF form to guarantee that the researcher would keep their responses private and confidential. Their names were not revealed in any part of the study. The confidentiality of information was maintained throughout the study according to the principles of the Data Privacy Act of 2012 or Republic Act 10173. A pretest was conducted, and quality checks were implemented during data collection. Sealed envelopes containing questionnaires and informed consent forms were used during data gathering. Upon achieving the target responses, the data was encoded, collated, and tabulated with the assistance of a statistician. Statistical analysis was then carried out.

## RESULTS

### Status of Employee Commitment, Organizational Commitment, Talent Management, and Transformational Leadership of Cooperatives in Region XII

**Table 1**

*Status of Employee Commitment, Organizational Culture, Talent Management, and Transformational Leadership of Cooperatives in Region XII*

<b>Latent/Observed Variables</b>	<b>SD</b>	<b>Mean</b>	<b>Descriptive Level</b>
<b>Employee Commitment</b>	<b>0.61</b>	<b>3.91</b>	<b>High</b>
Affective	0.67	3.91	High
Continuance	0.65	4.00	High
Normative	0.70	3.82	High
<b>Organizational Culture</b>	<b>0.54</b>	<b>4.06</b>	<b>High</b>
Involvement	0.60	4.10	High
Consistency	0.55	4.01	High
Adaptability	0.57	4.05	High

Mission	0.60	4.08	High
<b>Talent Management</b>	<b>0.61</b>	<b>3.98</b>	<b>High</b>
Talent Attraction	0.64	4.00	High
Talent Motivation	0.70	3.96	High
Talent Development	0.66	4.00	High
Talent Retention	0.64	3.94	High
<b>Transformational Leadership</b>	0.69	3.99	High
Idealized Influence	0.69	3.98	High
Inspirational Motivation	0.74	4.01	High
Intellectual Stimulation	0.75	4.00	High
Individual Consideration	0.75	3.99	High

The findings uncovered a high general employee commitment level, posting an overall mean of 3.91. This result signifies that the commitment of employees of cooperatives in Region XII is manifested. The standard deviation of 0.61 implies consistency of the responses. All three forms of commitment-affective, continuance, and normative- are assessed highly. These three indicators obtain a mean score of 3.91, 4.00, and 3.82, respectively. The findings also build on the research of Sharma and Bajpai (2010), who emphasized that employees demonstrate commitment to an organization by voluntarily sustaining their affiliation and dedicating significant efforts toward accomplishing organizational objectives. Hence, a robust commitment from employees, as identified by Brown et al. (2011), is associated with a decrease in employee turnover, lower intention to leave, and reduced absenteeism rates.

The level of organizational culture in the cooperatives in Region XII showed a mean score of 4.06, which is high. It can be gleaned that the organizational culture of cooperatives in Region XII is favorable, with a standard deviation ranging from 0.55 to 0.60, implying a homogeneity of the responses.

The involvement, consistency, adaptability, and mission indicators are all rated high. A favorable organizational culture of cooperatives in Region XII aligns with the study by Dachin et al. (2023), which highlights that a well-defined organizational culture provides cooperatives with a clear framework for decision-making and adaptation in a changing business environment. Likewise, a strong culture helps cooperatives make decisions aligned with their core values and mission. When members share a standard set of values and beliefs, they are more likely to actively engage in cooperative activities, attend meetings, and contribute to the cooperative's success (Wang & Zhao, 2020).

Paralleling the organizational culture findings, the talent management practices were perceived as very good, with a high overall mean of 3.98 and a standard deviation of 0.61. All four components of talent attraction, motivation, development, and retention were scored high. These highlighted that employees recognized the cooperative's strategies for recruiting, compensating, training, and keeping top talent effective. A perfect talent management practice in cooperatives in Region XII corroborates with Muyela and Kamaara's (2021) findings, which state that talent management in cooperatives encompassing strategies, policies, and practices are necessary to attract, retain, develop, and engage the talent needed to achieve their goals and objectives. It involves identifying and nurturing the skills and potential of employees, members, and leaders. Similarly, Jones and Jackson (2022) show that cooperatives with robust talent management practices achieve higher productivity levels, innovation, and financial performance.

Employees also rated transformational leadership as high, with a mean score of 3.99 (SD = 0.69), indicating it is evident. The high scores across idealized influence (mean = 3.98), inspirational motivation (mean = 4.01), intellectual stimulation (mean = 4.00), and individual consideration (mean = 3.99) demonstrate leaders are seen as visionary role models who inspire action, develop employees, and offer personal support. The result of this study affirms Jyoti & Bhau's (2016) findings, which posit that a high level of transformational style fulfills the needs for growth and achievement. Moreover, the findings run parallel with past research by Ghasabeh et al. (2015), who stated that cooperatives often have participative leadership styles that empower employees. Heras-Saizarbitoria et al. (2018) also found that transformational leadership behaviors such as intellectual stimulation and individual consideration are associated with greater participation and commitment from cooperative employees.

## Correlation Analysis of the Variables

**Table 2**

*Correlation Analysis of Variables*

Pair	Variable	Correlation Coefficient	p-value	Decision on H0
IV1 and IV2	Organizational Culture and Talent Management	0.830**	.000	Reject
IV2 and IV3	Talent Management and Transformational Leadership	0.660**	.000	Reject
IV1 and IV3	Organizational Culture and Transformational Leadership	0.671**	.000	Reject

The test of correlations between organizational culture, talent management, and transformational leadership is shown in Table 2. Generally, the statistics revealed a significant relationship among variables in the context of cooperatives in Region XII if the relationship is tested based on the conceptual framework of this study.

Specifically, organizational culture posited a significant relationship with talent management. As the findings revealed, the analysis generated a p-value of 0.00 and a correlation coefficient of 0.830, thus rejecting the null hypothesis. The r-value measures the strength and direction of the linear relationship between the variables. Therefore, in this case, an r-value of 0.830 suggests a strong positive correlation between organizational culture and talent management in the context of cooperatives in Region XII. Also, the positive r-value suggests a linear relationship between variables. Generally, when organizational culture increases, talent management also increases. The p-value is a measure to evaluate the statistical significance of observed correlations. A p-value of 0.05 signifies a 5% probability of encountering such substantial correlations between variables solely due to random chance, assuming there is no genuine correlation within the population. In this context, this study's findings

align with the notion that the alignment between culture and talent management is integral to achieving strategic objectives and ensuring long-term sustainability (Collings et al., 2019; Schein, 2016). This dynamic synergy emphasizes the imperative for organizations to nurture and harmonize their culture and talent management practices consistently, a critical strategy for thriving in ever-evolving business landscapes (Anderson et al., 2022; Cable & Edwards, 2019).

Moreover, the analysis presents significant positive correlations between talent management and transformational leadership ( $r = .660$ ,  $p < .05$ ). The findings suggest rejecting the null hypothesis that no correlation exists between these two variables. The r-value, in statistical analysis, is a crucial metric that measures the strength and direction of the linear relationship between two variables. In this context, the r-value of 0.660 indicates a robust and positive correlation between talent management and transformational leadership within cooperatives in Region XII. The positive sign of the r-value signifies that as talent management levels increase, so does the level of transformational leadership. This finding connotes a linear and coherent relationship between these variables, where improvements in talent management practices tend to correspond with enhanced transformational leadership qualities. The findings are in line with the study of Jackson et al. (2021), which highlights how transformational leadership can play a pivotal role in talent management by inspiring employees to reach their full potential, fostering a culture of continuous learning and development, and creating a supportive environment that encourages talent attraction and retention. Moreover, as Yamin (2020) claims, effective talent management practices can identify and nurture individuals with transformational leadership potential, contributing to the organization's leadership pipeline.

The result presents the significance of the relationship between organizational culture and transformational leadership. The results show strong positive correlations between overall organizational culture and transformational leadership. It can be inferred that the p-value is less than 0.05, and the correlation coefficient is 0.671. Therefore, the null hypothesis is rejected. To further enhance the rigor of the analysis, a p-value of 0.05 signifies a mere 5% probability of encountering correlations of such magnitude between variables purely by random chance, assuming no inherent correlation exists within the broader population.

Consequently, when the p-value falls below the established threshold of

0.05 ( $p < 0.05$ ), it presupposes the presence of statistically significant correlations. Furthermore, the relationship of these variables in the context of cooperatives in Region XII conformed with the study of Ahmadi et al. (2015), which emphasizes that transformational leaders, driven by their dedication to organizational innovation, actively cultivate an ideal organizational culture. This culture encompasses empowering employees, external orientation, inter-organizational participation, a focus on human resources, and employee development. Furthermore, Rashid et al. (2023) proposed a positive correlation between transformational leadership and organizational culture, emphasizing the importance of aligning the culture with the values and vision of transformational leadership to enhance overall organizational effectiveness.

**Report on Path Analysis**

**Table 3**

*Report on Path Analysis*

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b>Unstandardized Coefficient</b>	<b><i>p</i></b>
<b>Indirect Effect on</b>			
Employee Commitment through Organizational Culture	Talent Management	0.60	0.00
	Transformational Leadership	0.17	0.00
<b>Direct Effect on</b>			
Employee Commitment	Talent Management	.46	0.00
	Organizational Culture	.38	0.00
<b>Relationship between</b>			
Talent Management		.28	0.00

Transformational Leadership			
<b>Model Fit</b>			

X<sup>2</sup> (CMIN) 10.815, p=0.00  
 GFI = .98, NFI = 0.99, CFI = 0.99, TLI = .96  
 RMSEA = .18

The path analysis depicted in Table 3 covers the entirety of the path model, which is the preferred model over the conceptual model. The conceptual model analysis was broken off since it yielded an unacceptable outcome when the fit indices for a path model were applied. Most of the indices came out below the standard range, and regrettably, there was an absence of CMIN df value and RMSEA; hence, the preferred model in Figure 3 was crafted. Most of the indices for model fit, like CFI (.99), NFI (.99), GFI (.98), and TLI (.96), exceeded the .90 threshold as the minimum value for these indices. However, it could not be considered the best model since the CMIN df (10.185) exceeded the ideal range (0 – 2). However, at least the analysis generated a CMIN value. Another fit index not realized with this preferred model is the RMSEA (.18), which is more than the ideal index of less than .05. However, an author advised reporting the values as they are, as they indicate acceptable fit when seen in conjunction. As the table shows, three important indices far exceed the ceiling for best fit. Several models were tested that will cover the four identified variables, but only the path model in Figure 3 generated an acceptable fit through the three identified incremental indices. Moreover, the null hypothesis is rejected.

The model fit indices presented in the findings comprehensively assess the model's adequacy and alignment with the observed data. Each of these indices plays a crucial role in evaluating the overall fit of the preferred model. First, the Chi-Square (CMIN) statistic, with a value of 10.815 and a significant p-value of 0.00, entails a noticeable discrepancy between the hypothesized model and the observed data. A significant p-value for CMIN indicates a lack of perfect fit. However, it is essential to consider that the Chi-Square statistic is sensitive to sample size and can be influenced by minor model misspecifications, particularly in larger samples (Schumacker & Lomax, 2010). Therefore, a significant p-value for CMIN may not necessarily indicate poor model fit.

The Goodness of Fit Index (GFI), Normed Fit Index, and Comparative Fit Index (CFI) all exhibit strong values. The GFI, with a value of 0.98, measures the proportion of variance and covariance in the sample data explained by the model. The NFI and CFI, at 0.99, assess the improvement in model fit compared to a null model. These high values indicate a robust model alignment with the observed data, generally indicating good model fit (Brown, 2015).

The Root Mean Square Error of Approximation (RMSEA), with a value of 0.18, exceeds the conventional threshold of 0.05. RMSEA evaluates the discrepancy between the hypothesized model and the population covariance matrix and is sensitive to sample size. While the RMSEA value implies room for model improvement, it is essential to recognize that RMSEA should be evaluated with other fit indices. In larger samples, CMIN can be sensitive to minor misspecifications, and therefore, RMSEA should not be viewed in isolation (MacCallum et al., 1996).

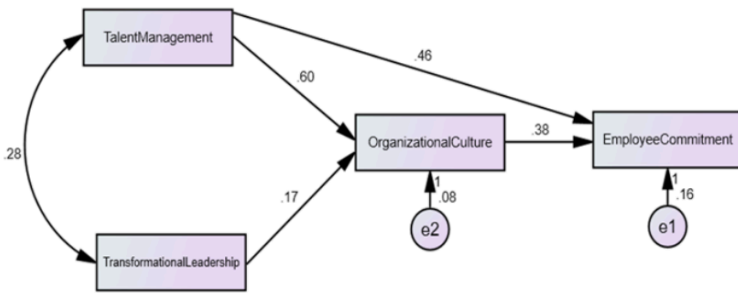
The Tucker-Lewis Index (TLI), with a value of 0.957, is another valuable fit index. TLI measures the relative improvement in fit compared to a null model, and a value close to 1.00 indicates good model fit (Brown, 2015). In this case, the TLI value further supports the model's adequacy, reinforcing the idea of an acceptable overall fit.

Moreover, the findings present a nuanced picture of model fit. While the Chi-Square statistic indicates a significant discrepancy, the GFI, NFI, CFI, and TLI values strongly support the model's alignment with the data. The elevated RMSEA value should be considered with other indices, particularly in larger samples. The results underscore the importance of a holistic approach to model fit assessment and indicate that, while there may be room for improvement, the overall model fit is acceptable.

Figure 1 shows the indirect effect of talent management on employee commitment through the mediation of organizational culture. The unstandardized coefficient of 0.60 indicates the strength and direction of the relationship between talent management and employee commitment through organizational culture. A coefficient of 0.60 means that for a one-unit increase in talent management, employee commitment is expected to increase by 0.60 units through its indirect effect on organizational culture. The positive sign (+0.60) suggests a positive relationship, meaning that employee commitment through the organization increases as talent management increases culture tends to increase

as well. This indirect pathway signifies that organizations investing in talent development and cultivating a culture aligned with their values are likelier to have committed employees. Such commitment encompasses higher job satisfaction, a willingness to go the extra mile, and lower turnover intentions. Recognizing this interplay offers valuable insights for organizations seeking to strengthen employee commitment and overall performance in a competitive landscape.

**Figure 1**  
*Path Model on Employee Commitment*



Some of the latest research findings denote the intricate relationship between talent management and employee commitment, mediated by organizational culture. Effective talent management practices, such as skill development and career growth opportunities, serve as catalysts in shaping a supportive and inclusive organizational culture, fostering an environment where employees feel valued and engaged (Ali et al., 2021; Tlaiss & Kaifi, 2022). Organizational culture, in turn, acts as a mediator, channeling the positive effects of talent management toward increased employee commitment (Hameed et al., 2021).

Also, transformational leadership indirectly affects employee commitment through organizational culture. It obtained an unstandardized coefficient of .17 and a p-value of .00. The unstandardized coefficient of 0.17 denotes the magnitude and direction of the association between transformative leadership and employee commitment via organizational culture. A coefficient of 0.17 in this context indicates that for every unit rise in transformational leadership, employee engagement is predicted to grow by 0.17 units due to the

indirect effect on organizational culture. The result indicates a positive link, implying that as transformational leadership grows, so does employee commitment through company culture. This further connotes that the indirect pathway plays a vital role in transformational leadership in fostering a culture that, in concert with the leader's vision and inspiration, contributes to enhanced employee commitment, increasing job satisfaction, willingness to put in extra effort, and reduced turnover intentions.

Transformational leadership's indirect impact on employee commitment through the mediation of organizational culture represents a significant relationship explored in recent research. Transformational leaders, characterized by their inspirational and visionary qualities, play a pivotal role in shaping the culture within an organization (Bass & Riggio, 2006). Their ability to motivate and inspire employees fosters a positive and engaged organizational culture characterized by shared values, trust, and empowerment. This culture, in turn, becomes a conduit through which transformational leadership influences employee commitment, as individuals within such an environment are more likely to feel emotionally connected to the organization's mission and values (Karim et al., 2021).

Moreover, figure 1 shows that talent management and organizational culture directly affect employee commitment. The direct effect of talent management on employee commitment is characterized by an r-value of .46 and a p-value of .00. These findings demonstrate that a coefficient of 0.46 means that for a one-unit increase in talent management, employee commitment is expected to increase by 0.46 units directly. It also displays a positive direct relationship, meaning that as talent management increases, employee commitment tends to increase as well.

Additionally, the direct impact of organizational culture on employee commitment posited an r-value of .38 and a p-value of .00. The result reveals a statistically significant and moderately positive direct relationship between organizational culture and employee commitment. This result implies that a positive organizational culture within cooperatives is associated with higher levels of employee commitment. The low p-value reinforces the statistical significance of this direct relationship. An r-value of 0.38 indicates a moderate positive correlation between organizational culture and employee commitment. The positive r-value shows that as the quality or positive aspects of organizational culture increase, employee commitment also tends to increase.

Talent management and organizational culture wield substantial influence over employee commitment, as evidenced by recent research. Recent studies show that effective talent management practices are pivotal in enhancing employee commitment by providing career development pathways and skill-building opportunities, ultimately fostering a sense of value and dedication to the organization (Ali et al., 2021). Moreover, contemporary findings reveal that a positive and inclusive organizational culture significantly elevates employee commitment, with cultures emphasizing trust, transparency, and empowerment having a pronounced impact (Wu & Wu, 2021).

The findings also show a relationship between talent management and transformational leadership, having an r-value of .28 and a p-value of .00. An r-value of 0.28 indicates a positive correlation between talent management and transformational leadership. The findings prove that as talent management practices improve, there tends to be an associated increase in transformational leadership within the organization. There is a statistically significant positive relationship between talent management and transformational leadership. These findings mean that organizations with better talent management practices exhibit more transformational leadership behaviors.

## **CONCLUSION**

In Region XII, the commitment of cooperative employees is manifested, which is evaluated as high. This substantial commitment encompasses affective, normative, and continuance commitment, underscoring the multi-dimensional nature of employee commitment. Thus, cultivating a deeply engaged workforce has led to the cooperative's prosperity, showcasing its strong commitment to fostering a productive work environment. This result serves as a reminder of how crucial it is to prioritize developing organizational bonds and shared values for optimal effectiveness and success within a cooperative setting. The findings reinforce the significance of cultivating a workforce committed to the organization's long-term stability.

The organizational culture within cooperatives is favorable and garnered a high rating. This result indicates that cooperatives established an empowering, united, original, and purposeful organizational culture, as acknowledged by their staff. An environment that is favorable and conducive to such a culture is essential to improve employees' well-being and cooperatives' prosperity.

Consequently, this inquiry reaffirms a favorable organizational culture's valuable impact on employee satisfaction and cooperative achievement in Region XII.

Concerning talent management within cooperatives in Region XII, the study's results unveil excellent talent management practices. This finding indicates that the cooperatives have an effective and solid talent management framework. The findings reveal a strong dedication towards effectively drawing in, retaining, and fostering talent, facilitating the creation of a robust talent management system. Such discoveries highlight the essential nature of talent management in augmenting an organization's competitive positioning and overall excellence, particularly within the cooperative context of Region XII.

The findings on transformational leadership within cooperative organizations in the region indicate a high rating, signifying that it is evident. This outcome unequivocally divulges the presence of transformational leadership practices among the managers of cooperatives. The high mean score signifies the cooperative managers' ability to inspire and motivate their teams, instilling a shared vision, commitment, and enthusiasm within the organization. The study highlights the significance of transformational leadership in fostering a culture of innovation, cooperation, and commitment within cooperative organizations in the region, contributing to their overall effectiveness and success.

The identified significant relationship between talent management and transformational leadership in cooperatives within Region XII underscores the integral role of leadership practices in effectively managing talent within these organizations. This correlation implies that as cooperatives prioritize and implement transformational leadership strategies, they are more likely to witness positive outcomes in talent management processes. This conclusion establishes that fostering a leadership approach characterized by inspiration, vision, and individualized consideration can contribute significantly to the optimal utilization and development of talent within cooperatives in Region XII. As such, cooperative leaders and managers may benefit from incorporating transformational leadership principles into their talent management strategies to enhance organizational performance and sustainability.

The findings show the indirect effect of talent management on employee commitment through the mediation of organizational culture. Also, transformational leadership indirectly affects employee commitment through

organizational culture. Moreover, the result shows that talent management and organizational culture directly affect employee commitment. In the specific context of cooperatives in Region XII, the revealed indirect effects underscore the intricate dynamics at play in enhancing employee commitment. The mediation of organizational culture in the relationship between talent management and employee commitment implies that fostering a culture aligned with talent development initiatives contributes significantly to cultivating employee commitment. Similarly, the indirect impact of transformational leadership through organizational culture highlights the pivotal role of leadership in shaping the cultural context that, in turn, influences employee commitment. Furthermore, the direct effects observed between talent management and organizational culture with employee commitment emphasize their importance in fostering a committed workforce within cooperatives in Region XII.

This study affirms the Three-Component Model of Organizational Commitment proposed by Allen and Meyer (1996) by elucidating the profound influence of organizational culture, talent management practices, and transformational leadership styles on the dimensions of commitment (affective, continuance, and normative) among cooperative employees in Region XII. The research demonstrates how a positive and inclusive organizational culture fosters emotional attachment, effective talent management strategies reduce perceived exit costs while nurturing personal and professional growth, and the presence of transformational leaders elicits a sense of ethical obligation, all contributing to enhanced commitment levels. Moreover, the study also supports the principles of Social Exchange Theory (SET) by demonstrating a reciprocal relationship between cooperative employees and their organizations, where dedicated contributions from employees are reciprocated with valuable resources and support, including a nurturing work environment, developmental opportunities, and inspirational guidance, thereby validating the core tenets of SET. These findings demonstrate the intricate interplay of factors shaping commitment and provide invaluable insights for organizational management and theory application in real-world contexts.

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