THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT ON TALENT MANAGEMENT: MODERATING ROLE OF COGNITIVE INERTIA: AN EMPIRICAL STUDY ON FACULTY OF UNIVERSITY OF BABYLON, IRAQ

Abstract: Recently, talent management has become a crucial aspect of an organization's success that requires the utmost focus from researchers and policymakers. Consequently, the present study investigates the influence of three dimensions of perceived organizational support (POS), including organizational commitment, job satisfaction, and organizational justice, on talent management among the University of Babylon, Iraq, faculty. The study also investigates the moderating effect of cognitive inertia on the relationships between organizational commitment, job satisfaction, organizational justice, and talent management. Survey questionnaires were used to collect primary data from the sampled respondents. The article also utilized PLS-SEM with smart-PLS to examine the relationship between understudy constructs. The findings demonstrated that organizational commitment, job satisfaction, and justice positively and substantially affect talent management. In addition, the results demonstrated that cognitive inertia significantly moderates the relationship between organizational commitment, job satisfaction, organizational justice, and talent management. The study assists regulators in formulating policies for talent management among faculty utilizing POS and cognitive inertia management.

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Introduction

Human resources are responsible for implementing corporate strategy and plans, so they play a crucial part in achieving organizational objectives. According to the nature of the business and the desired outcomes, businesses require personnel with particular skills. To reach their goals, businesses must sustain business operations, increase productivity, reduce expenses, and foster innovation in response to the needs of their stakeholders (Shahi et al., 2020). In 1997, McKinsey & Company invented the phrase "talent management" in response to these organizational needs. Talent management is the painstakingly planned, strategic process of recruiting the most qualified individuals and aiding them in realizing their full potential while considering organizational objectives. A talent management system acquires, maintains, and cultivates talent (Ansar & Baloch, 2018). The presence of competent individuals decreases working interruptions, eliminates waste and costs, and fosters creativity. Organizations that effectively use talent management systems can better plan and execute their business plans and accomplish their market dominance objectives. The implementation of talent management enables educational institutions whose major objective is social welfare to generate profits, assure the presence of competent teaching faculty, and fulfill their desired educational objectives (Claus, 2019).

People management consists of workforce planning, retaining talent through recruitment, learning & training, performance management, rewards and pay, and succession planning. The implementation of talent management strategies is influenced by employees' attitudes and behaviors toward applying these practices, which are shaped by their perceptions of organizational support (Whysall, Owtram, & Brittain, 2019). This study evaluates the effects of three categories of perceived organizational support on talent management, including organizational commitment, organizational justice, and job satisfaction. Employees who have a strong view of supportive organizational conduct create a strong commitment to the organization. This commitment pushes individuals to adopt new work habits and acquire the necessary skills to accomplish their job duties. Thus, they aid in achieving the objectives of talent management (Yogalakshmi & Suganthi, 2020). When employees have a positive view of organizational support and organizational justice, they are internally dedicated and eager to learn and develop their abilities to the fullest extent feasible. Thus, talent management can be efficiently implemented. Moreover, job satisfaction exists in an organization where elders exhibit supportive behavior and employees have a positive view of organizational assistance. Increased job satisfaction enables individuals to operate effectively while performing job duties and acquiring new skills with agility, facilitating talent management (Hasanpour et al., 2019).

This study's analytical focus is the University of Babylon in Iraq. The university of Babylon is a comprehensive,

public, non-profit institution of higher education. It was formed on April 25, 1991, 90 kilometers south of Baghdad in the Babil Governorate. The Ministry of Higher Education and Scientific Research has been formally recognized or accredited. The institution consists of 20 colleges, large faculties, nine scientific and cultural institutions, and nine scientific and educational magazines (Alahmar, 2016). This university is a comprehensive multi-discipline educational institution that offers a variety of undergraduate and graduates degrees, as evidenced by its 2,000 academic staff members with varied specializations. As part of its strategic objective to promote sustainable development on a global scale, the university offers tuition-free scholarships to applicants from developing nations. The university enrolls approximately 1,500 graduate students and over 25,000 undergraduates. In addition to academic and extracurricular facilities, the University of Babylon provides financial aid and scholarships, as well as student services such as libraries, housing, sports facilities, and volunteer opportunities. The institution invites you to participate in and launch its international cooperation and cultural exchange projects (Alahmar, 2017).

In Iraq, international education has been progressive, and the university of Babylon is one of the progressive international educational programs in Iraq. Even though the university is making progress, its future remains uncertain. Faculty must be efficient for future school system development (Almamoori, 2017). This is why the current study is being done. This study aims to examine the effects of organizational support perceptions such as organizational commitment, organizational justice, and work satisfaction on talent management. One of its goals is to investigate the function of cognitive inertia as a moderator between organizational commitment, organizational justice, job satisfaction, and talent management.

There have been scholarly discussions on talent management. However, the present work is distinguished from others by its numerous literary contributions. 1) Numerous scholarly studies have analyzed the importance of organizational dedication, fairness, and work satisfaction in talent management. However, very few studies have examined the role of these factors in talent management to date. This essay contributes to the body of knowledge by examining these elements as equally significant determinants of talent management. 2) Cognitive inertia's effects on talent management

have been explored in earlier work. Less research has examined cognitive inertia as a moderator of the relationships between organizational commitment, organizational justice, job satisfaction, and talent management. The current study views cognitive inertia as a moderator between organizational commitment, organizational justice, work satisfaction, and talent management. Therefore, it contributes to the body of literature. In Iraq's international educational system, issues may arise, and educational achievement may decline. The relationship between organizational commitment, organizational justice, work satisfaction, and talent management in Iraqi educational institutions is uncontested. The authors fill this vacuum in the literature by investigating the relationship between organizational commitment, organizational justice, job satisfaction, and talent management at the University of Babylon, Iraq.

This research consists of the following sections: The second is a literature evaluation of the link between perceived organizational support, such as organizational commitment, organizational justice, work satisfaction, cognitive inertia, and talent management. The third section will include the methods and procedures used to obtain the necessary data, analyze it, and extract results. In the discussion, previous studies support the findings. The conclusion, implications, and limitations of the research are then presented.

Literature Review

Talented human resources are an organization's assets that provide a market advantage over competitors. Talent management cultivates and nurtures human resources' talents and helps them to adapt to market shifts. Talent management improves the capabilities of human resources not just superficially but also profoundly; it increases employee retention, boosts overall productivity, and fosters innovation. Therefore, it reduces total expenditures while increasing total problems. Recruitment, learning and training classes, performance management, rewards and pay, and succession planning all contribute to talent management (Meyers et al., 2020). The perception of organizational support, which influences organizational commitment, fairness, and job happiness, influences the implementation of talent management. The relationship between organizational commitment, organizational justice, job satisfaction, cognitive inertia, and talent management has been discussed in various ways in numerous prior studies. In light of previous research, this article examines

the relationship between organizational commitment, organizational justice, job satisfaction, cognitive inertia, and talent management.

Due to their perception of organizational support, employees committed to the organization perform to the best of their abilities and continue to grow through experience and training. Therefore, talent management is successful (Gupta, 2019). Arasanmi and Krishna (2019) study the effects of organizational support and commitment on talent management. Data from 134 New Zealand local council respondents were obtained using a cross-sectional approach and an online survey. The Process Macro Regression approach was applied to the data analysis. The study suggests a positive relationship between organizational commitment and talent management when employees with a high perception of organizational support have a high level of organizational commitment and are willing to remain with the organization despite the need to develop additional talents. Alves et al. (2021) investigate the significance of organizational commitment in talent management. This quantitative study's sample consists of individuals offering their services to public and private businesses in Portugal. The study hypothesizes that talent management can develop employees' talents if they are committed to the organization and, consequently, to learning through experience. Based on the preceding discussion, we can propose the following hypothesis:

H1: Organizational commitment has a positive association with talent management.

In an organization where leaders and senior employees are equally supportive of all employees, employees positively perceive organizational justice and exhibit respectful and committed behavior toward the organization. In this situation, employees attempt to comprehend and acquire the skills and abilities expected of them by the organization. So that the organization can effectively manage its talent (O'Connor & Crowley-Henry, 2019). The relationship between organizational support, organizational justice, and human resource talent management is examined by Cugueró-Escofet, Ficapal-Cusí, and Torrent-Sellens (2019). Using questionnaires, pertinent information was gathered from 1,350 employees of multinational companies in Spain. With the aid of SEM and descriptive statistics, the research hypotheses were examined by analyzing the data. According to the study, the firm's efforts to develop the talents and

abilities identified by the talent managers are especially valued by the employees, who believe that the company treats all of its employees fairly. Hameed et al. (2019) investigate the interrelationships between organizational support, organizational justice, knowledge sharing, and talent management. A survey methodology was utilized to collect data for the relevant factors, and 348 employees of multinational firms in Pakistan were sent questionnaires. AMOS 21 was utilized for data analysis and resulted in discovery. The results demonstrated that organizational justice increases employee commitment and engagement, which is useful for talent management implementation. So:

H2: Organizational justice has a positive association with talent management.

Employees who receive financial or social support from their employers or leaders develop a sense of satisfaction with their jobs. This job pleasure increases their work motivation and commitment. In the presence of these employees, talent management becomes easier to implement. Dixit and Arrawatia (2018) both supported the motion. The relationship between job satisfaction and organizational support is analyzed by Nurimansjah et al. (2022). Employees that are extremely content with their job's tasks, compensation, working environment, etc., are more likely to pay attention to talent management techniques and develop the desired competencies. Increasing job satisfaction consequently improves talent management. Goestjahjanti et al. (2020) wrote an article about the relationship between job satisfaction and talent management. 215 employees of automobile companies in South East Asia were surveyed to acquire the necessary data on the parameters considered for the study. SEM with Smart-PLS 3.0 was used for data processing to test the study hypothesis. The study suggests that when a supportive culture prevails, employees are satisfied with their employers and become more committed to the organization's success. This personnel is more likely to follow leaders' instructions and contribute to talent management implementation. Based on the above arguments, the following hypothesis can be made.

H3: Job satisfaction has a positive association with talent management.

When cognitive inertia is decreased, organizational commitment and talent management are strengthened. Mahjoub et al. (2018) examine the relationship between

cognitive inertia, organizational commitment, and talent management using data from 200 Iranian gas and oil workers. It demonstrates a connection between organizational commitment and talent management due to cognitive inertia control. The relationship between cognitive inertia, organizational commitment, and talent management is investigated by Salau et al. (2018). Using a quantitative research design with a survey methodology, data were obtained from the professors of a technology-driven university in Nigeria. To conduct an exhaustive investigation, structural equation modeling was utilized. According to research findings, human resources management staff may overcome cognitive inertia, cultivate organizational commitment in employees, and effectively conduct talent management with their assistance. Almaaitah et al. (2020) investigate the relationship between cognitive inertia, organizational dedication, and talent management. 385 hotel employees in Jordan filled out data-gathering forms and participated in the study. Using the SEM method, the data were evaluated to conclusions. It demonstrates that reducing cognitive inertia fosters organizational commitment and assists in achieving people management objectives. Thus, the connection between organizational commitment and talent management strengthens. Therefore,

H4: Cognitive inertia is a significant moderator between organizational commitment and talent management.

Cognitive inertia prevents apparent organizational support from producing organizational fairness. Therefore, it inhibits employees from contributing to the implementation of talent management. Thus, the management of cognitive inertia contributes to organizational fairness and enables successful talent management (Kalinin & Klishevich, 2022). Al-Hussaini et al. (2019) incorporate the relationship between cognitive inertia, organizational commitment, and talent management in a research study on talent management strategies. The authors surveyed 200 workers in Pakistan's Rawalpindi-Islamabad telecommunications industry using standardized questionnaires. The data were evaluated through descriptive statistics, correlation, and regression tests. According to the authors, decreasing cognitive inertia ensures workplace justice and advances talent management. Determine the relationship between cognitive inertia, organizational commitment, and talent management, as presented by Ghosh (2018). Using a two-phase longitudinal study design, the sample was drawn from six subsidiary companies of a multinational firm. The study demonstrates that workers and employees can accept improvement if they overcome their cognitive inertia. As a result, the firm can develop a fair workplace, and organizational justice ensures the execution of talent management. Consequently, cognitive inertia influences the connection between organizational justice and talent management. Based on the studied research, the following hypothesis may be made:

H5: Cognitive inertia is a significant moderator between organizational justice and talent management.

Cognitive inertia prevents organizational workers from altering the current situation and absorbing new. After a certain point, these employees cannot contribute to the organization's improvement. In such a scenario, leaders cannot make employees satisfied with their jobs and must face challenges when implementing talent management practices. Simultaneously, eliminating cognitive inertia increases job satisfaction and talent management. Therefore, cognitive inertia modifies the relationship between job satisfaction and talent management (Cismaru & Iunius, 2019). Hakro, Siddiqui, and Banbhan (2022) analyze the relationship between cognitive inertia, job satisfaction, and talent management in their study. Information was acquired from Sindh, Pakistan's NGO sector, officers, and employees through questionnaires. SPSS and PLS-SEM were utilized for data analysis and interpretation. The results demonstrated that reducing cognitive inertia improves job satisfaction and talent management. Therefore, if cognitive inertia is decreased, the function of job satisfaction in talent management can be enhanced. The association between cognitive inertia, job satisfaction, and talent management has been identified by Bello and Alhyasat (2020). The study employed a descriptive research strategy. The work focuses on a review of prior research from various online databases and journals to analyze the understudy factors and their relationships. According to the study results, cognitive inertia reduction increases the connection between online databases and journals.

H6: Cognitive inertia is a significant moderator between job satisfaction and talent management.

Research Methods
This study examines the influence of organizational commitment, job satisfaction, and organizational justice on talent management, as well as the moderating effect of cognitive inertia among organizational commitment, job satisfaction, organizational justice, and talent management among faculty at the University of Babylon, Iraq. Survey questionnaires were utilized to collect primary data from the sampled respondents. The variables were measured using items or questions from previous studies, such as organizational commitment, which has six items taken from Labrague et al. (2018), job satisfaction, which also has six items taken from Chung et al. (2020), organizational justice, which has eight items extracted from Wolfe and Lawson (2020), cognitive inertia, which has five items taken from Shiu (2021), and talent management, which has eight items taken from Jayaraman, Talib, and Khan (2018).

The study selected the University of Babylon, Iraq faculty as respondents. The survey questionnaires were distributed through personal visits as part of the study. The faculty was chosen using a basic random sampling method. The researchers mailed approximately 528 questionnaires, but only 290 were returned one month later, giving a response rate of approximately 54.92 percent. The article also utilized PLS-SEM with smart-PLS to examine the relationship between understudy constructions. It is an efficient statistical tool that effectively manages large and small data sets (Hair Jr, Howard, & Nitzl, 2020).

Additionally, it yields the best results for both simple and complicated frameworks employed in the study. The study used organizational commitment (OC), job satisfaction (JS), and organizational justice as its three predictors (OJ). In addition, cognitive inertia (CIN), a moderating variable, and talent management, a dependent variable, were employed in the study. These variables are displayed in the study model shown in Figure 1.
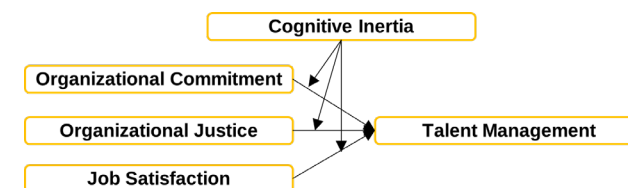

Figure 1: Research model

Research Findings
The study's findings demonstrate convergent validity, which revealed the correlation between items. Composite reliability values are greater than 0.70, factor loadings are greater than 0.50, Alpha values are greater than 0.70, and average variance extracted (AVE) values are greater than 0.50, according to the findings. These values indicated a strong relationship between items. This information is displayed in Table 1.

Table 1: Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Cognitive Inertia	CIN1	0.935	0.944	0.958	0.820
	CIN2	0.860			
	CIN3	0.932			
	CIN4	0.936			
	CIN5	0.860			
Job Satisfaction	JS1	0.824	0.930	0.944	0.739
	JS2	0.886			
	JS3	0.843			
	JS4	0.871			
	JS5	0.869			
	JS6	0.866			
Organizational Commitment	OC1	0.847	0.894	0.922	0.704
	OC2	0.871			
	OC3	0.752			
	OC5	0.846			
	OC6	0.871			
Organizational Justice	OJ1	0.902	0.974	0.979	0.867
	OJ2	0.952			
	OJ3	0.940			
	OJ4	0.949			
	OJ6	0.934			
	OJ7	0.907			
	OJ8	0.933			
Talent Management	TM1	0.817	0.883	0.909	0.592
	TM2	0.787			
	TM3	0.847			
	TM4	0.620			
	TM5	0.686			
	TM7	0.868			
	TM8	0.730			

The study results show the discriminant validity that exposed the correlation among variables. The findings revealed that Heterotrait Monotrait (HTMT) values are lower than 0.90. These values indicated a low correlation among variables. Table 2 shows these values.

Table 2: Discriminant validity

	CIN	JS	OC	OJ	TM
CIN					
JS	0.420				
OC	0.696	0.462			
OJ	0.522	0.443	0.528		
TM	0.546	0.413	0.562	0.519	

The data revealed that organizational commitment, job satisfaction, and organizational justice had a favorable

and substantial effect on talent management and supported hypotheses H1, H2, and H3. In addition, the results demonstrated that cognitive inertia strongly moderates the relationship between organizational commitment, job satisfaction, organizational justice, and talent management, supporting H4, H5, and H6. Table 3 displays these relationships.
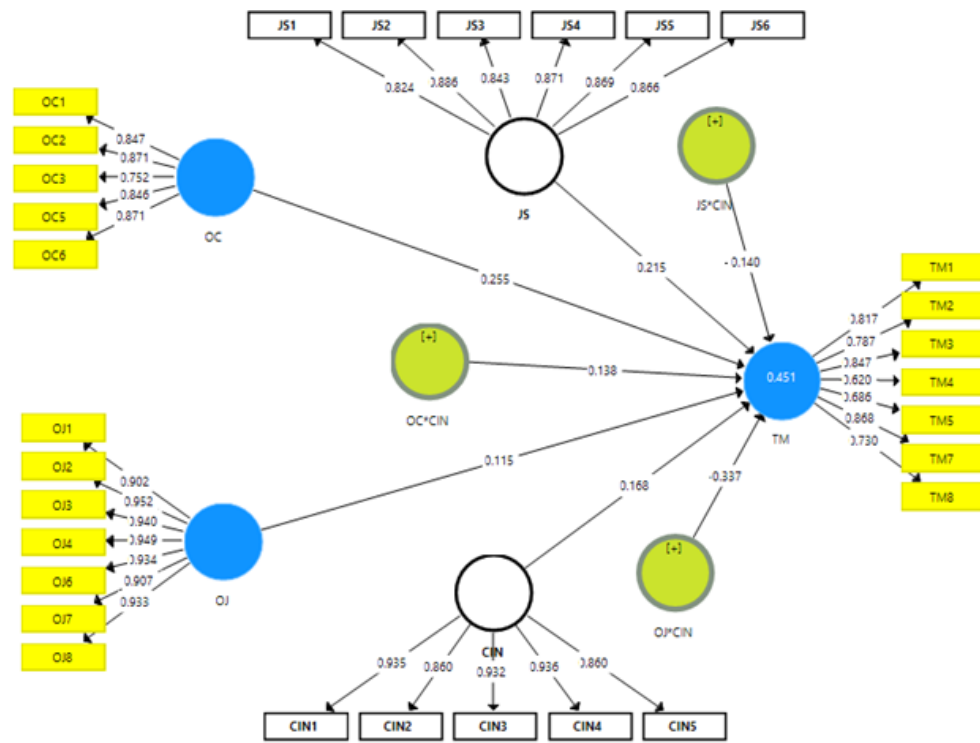

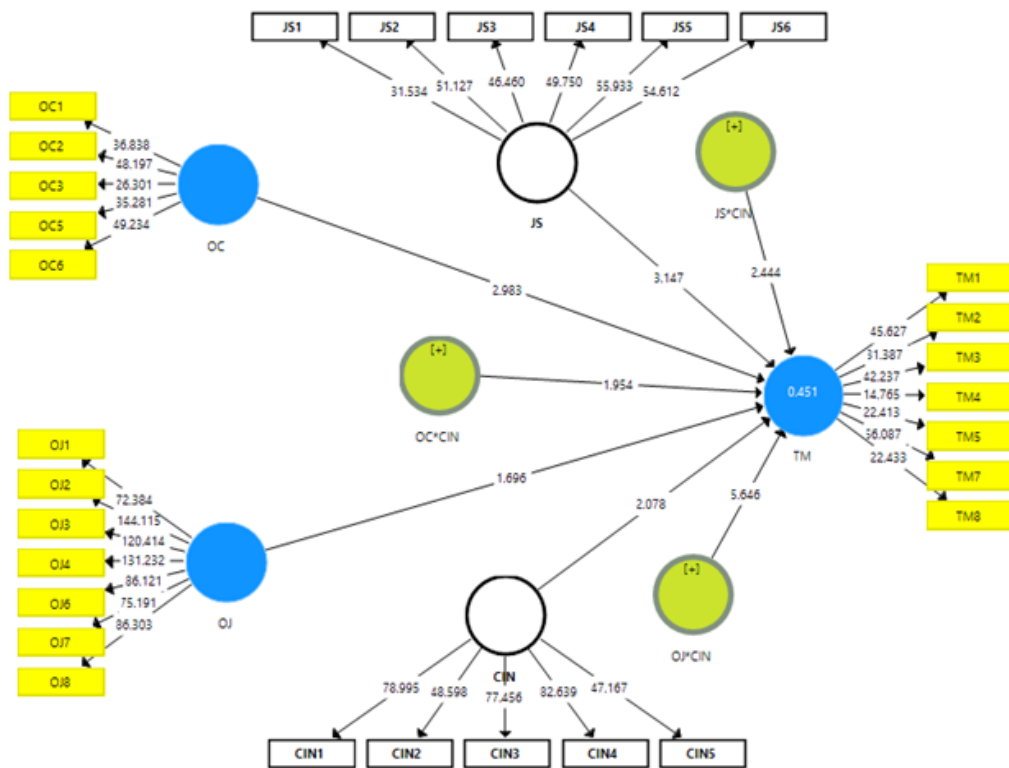Figure 2: Measurement model assessment

Figure 3: Structural model assessment

Table 3: Path Analysis

Relationships	Beta	S.D.	T Statistics	P Values
CIN -> TM	0.168	0.081	2.078	0.020
JS -> TM	0.215	0.068	3.147	0.001
JS*CIN -> TM	-0.140	0.057	2.444	0.008
OC -> TM	0.255	0.085	2.983	0.002
OC*CIN -> TM	-0.138	0.071	1.954	0.027
OJ -> TM	0.115	0.068	1.696	0.046
OJ*CIN -> TM	-0.337	0.060	5.646	0.000

Discussions

The results demonstrated a beneficial relationship between organizational commitment and talent management. These findings are consistent with Luna-Arocas, Danvila-Del Valle, and Lara (2020) assertion that organizational human resources managers create various processes to develop and retain talent in human resources. Still, implementing these processes is contingent on the employees' willingness. The personnel are committed and motivated to develop potential following the following processes. According to Mensah (2019), if employees are committed to their organization, they strive to function efficiently, learn from daily routine and learning & training classes, and grow their professional skills.

Consequently, talent management is conducted successfully. The results demonstrated a beneficial relationship between organizational justice and talent management. These results align with Narayanan, Rajithakumar, and Menon's (2019) findings; when employees perceive that the organization maintains justice among employees, they have a strong desire for the organization to develop the talent managers' defined skills and abilities. These results are also consistent with the findings of Kwon and Jang (2021). They state that when an organization demonstrates fair behavior toward its employees during various business operations and training, it can track and maintain the talents required for each job position.

The findings indicated that job satisfaction is positively correlated with talent management. These results align with Barkhuizen and Gumede's (2021) conclusion that highly satisfied employees with their job characteristics such as responsibilities, salary, and work environment can devote more attention to talent management practices and acquire the abilities and skills that the organization wants them to acquire. Thus, boosting job happiness increases the effectiveness of talent management. These results align with those of Alparslan and Saner (2020). This past study suggests that job satisfaction provides mental tranquility,

enhances the cognitive ability to comprehend, and facilitates the acquisition of necessary skills. Cognitive inertia was a strong modulator between organizational commitment and talent management. These findings are consistent with Zhao, Wang, and Li's (2022) assertion that when cognitive inertia in managers is restricted to a certain degree, they successfully achieve goals, foster organizational commitment in employees, and motivate them to develop new skills. These findings are also consistent with Jammulamadaka's (2021) assertion that the ability of managers to overcome cognitive inertia, which exists in employees, is useful for fostering organizational commitment and running talent management efficiently.

The results indicated that cognitive inertia is a significant moderator of the relationship between organizational justice and talent management. When cognitive inertia is overcome, according to Feng, Li, and Xiong (2022), organizational justice is likely to be established; therefore, talent management can be effective. These findings are also consistent with Lei, Wu, and Tan's (2019) assertion that cognitive inertia influences organizational justice, talent management, and their relationship. The results demonstrated that cognitive inertia is a significant moderator of the relationship between job satisfaction and talent management. These findings are consistent with Davidescu, Apostu, Paul, and Casuneanu's (2020) assertion that cognitive inertia, when overcome, enables managers to increase employee job satisfaction and effectively implement talent management practices. These findings are also consistent with Ramaite, Rothmann, and van der Vaart's (2022) findings that job satisfaction can contribute more effectively to talent management if cognitive inertia is reduced.

Implication

This study provides researchers and academics with a guide to additional literature. The research investigates the effects of organizational support perceptions on talent management, such as organizational commitment, organizational justice, and job satisfaction. Initiates examining cognitive inertia's moderating effect on the relationships between organizational commitment, organizational justice, job satisfaction, and talent management. It is also a literary contribution because it examines the relationship between POS and talent management at Babylon University in Iraq. Numerous empirical implications are drawn from the current

study to illustrate how talent management can be implemented effectively by increasing perceived organizational support. The study outlines the organizational commitment that educational or other business institutions must foster to implement talent management effectively. It also suggests establishing organizational justice to enhance talent management. For talent management to be effective, the research suggests that job satisfaction must be increased by implementing effective human resource management policies. The study assists regulators in formulating regulations for talent management among faculty utilizing POS and cognitive inertia management. The study also indicates that the relationship between organizational commitment, organizational justice, job satisfaction, and talent management can be strengthened by controlling cognitive inertia.

Conclusion

The study aimed to examine the effects of organizational support perceptions such as organizational commitment, organizational justice, and job satisfaction on talent management. There was also cognitive inertia between organizational commitment, organizational justice, job satisfaction, and talent management. Based on data from the University of Babylon in Iraq, the authors found a positive relationship between organizational commitment, organizational justice, job satisfaction, and talent management. The findings revealed that employees remain active, perform well, continue to grow professionally, and possess job skills when they have organizational commitment. In this circumstance, talent management is effective. The authors discovered that the organizational environment fosters fairness among all personnel and encourages the development of professional dedication among all employees.

Consequently, talent management can be efficient. The results also demonstrated that employees with a high level of job satisfaction are more committed to adhering to rules and regulations and implementing talent management practices. The study also found that cognitive inertia significantly moderates the relationship between organizational commitment, organizational justice, job satisfaction, and talent management.

Limitations

Even though the current study has both theoretical and empirical implications, it still has limitations that merit the attention of researchers. Only the relationship between perceived organizational support and talent management is investigated. Several additional factors that have a greater impact on the effectiveness of talent management are missing, and research is limited. Future researchers must also analyze these factors' effects on talent management. In addition, the validity of this study's findings is limited because the research was conducted solely at the University of Babylon in Iraq. To ensure the validity of the research findings, the authors must conduct the study in a larger number of institutions and countries.

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