






## The influence of the organizational culture upon the exclusive talent management approach

Mariela Golik<sup>1\*</sup> , Maria Rita Blanco-Dopazo<sup>2,3</sup> , Florencia Fares<sup>1</sup> 

<sup>1</sup>*Escuela de Economía y Negocios- Universidad Nacional de San Martín (Argentina)*

<sup>2</sup>*Facultad de Economía y Empresa- Universidad Antonio de Nebrija (Spain)*

<sup>3</sup>*Universidad Rey Juan Carlos (Spain)*

\*Corresponding author: [mgolik@unsam.edu.ar](mailto:mgolik@unsam.edu.ar)

[mblanco@nebrija.es](mailto:mblanco@nebrija.es), [maria.blanco@urjc.es](mailto:maria.blanco@urjc.es), [ffares@unsam.edu.ar](mailto:ffares@unsam.edu.ar)

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### Abstract

**Purpose:** The influence of the organizational culture (OC) on the Talent Management (TM) approach has been highlighted by the literature; nonetheless, most of the studies are qualitative and do not draw upon a validated organizational culture instrument. Thus, the current research examines the influence of the OC, based on the Competing Values Framework, upon the adoption of an exclusive TM approach.

**Design/methodology/approach:** A cross-sectional survey was conducted on a sample made up of 104 firms, part of the top 300 Mercado ranking organizations, located in Argentina.

**Findings:** Market OC firms were found to be more likely to adopt an exclusive TM approach than clan ones, confirming the influence of OC on the adoption of an exclusive TM approach. Nevertheless, no significant results were found regarding the adhocracy OC firms. Furthermore, as to specific exclusive TM practices, findings reveal that certain practices are more likely to be present in a clan or adhocracy OC firm.

**Originality/value:** This is the first study that assesses the OC direct influence on TM exclusive approach relying on a validated organizational culture instrument. Besides, it explores a collectivist cultural environment in an emerging country as Argentina.

**Keywords:** Exclusive talent management, Organizational culture, OCAI framework, Talent management practices

**Jel Codes:** M12, M14

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### 1. Introduction

Globalization, digitization, and technological progress are continuously challenging the way organizations manage talent. After two decades of evolution as an area of research and practice, Talent Management (TM) scholars agree that environmental, organisational as well as cultural characteristics must be considered when

designing and implementing a TM approach (Meyers & van-Woerkom, 2014). In this vein, several contextual factors were examined in prior TM studies. Such as industry (Chung & D’Annunzio-Green, 2018); size and type of organisation (Cui et al., 2018; Krishnan & Scullion, 2017; Thunnissen & Buttiens, 2017; Tyskbo, 2021); national culture (Muratbekova-Touron et al., 2018); and organisational culture (Dalal & Akdere, 2023; Kontoghiorghes, 2016; Lucas et al., 2018; Meng et al., 2016; Thunnissen & Buttiens, 2017).

Any TM approach can only ever be effective if it is aligned with an organisation’s culture, mission, vision, and strategy, as well as with its business and national context (Thunnissen & Buttiens, 2017). In this paper, we will focus on the organisational culture (OC). Few empirical studies have examined the OC influence upon TM: Meng et al. (2016) explored it through a case study of a Chinese real estate company; while Kontoghiorghes (2016) found that talent attraction and retention were associated to a high performing culture and Thunnissen and Buttiens (2017), considering the public sector, identified OC as a key factor influencing the TM approach. Furthermore, Lucas et al. (2018), examining a large Brazilian steel company, demonstrated that using a meritocratic model in a high-power distance culture creates conflict among employees. Finally, Dalal and Akdere (2023) examined OC as a moderator of the relationship between TM practices and employee outcomes while Kravariti et al. (2025) explored OC as a mediator between national culture and TM. Despite their contributions, most of the studies are qualitative, while quantitative ones offer a reduction of researcher biases and, in this way, interpretations are more controlled (Denscombe, 1998). Consequently, we will adopt a quantitative approach.

As to the OC, it is difficult to consider every aspect of it, thus, a model- seems relevant to diagnose a firm’s culture (Cameron & Quinn, 2011). Since prior contributions have not relied upon any established model of OC, in this study we will adopt the Cameron and Quinn model (OCAI). This decision is sustained on the idea that typologies simplify thinking and provide useful categories for sorting out the complexities when we confront organizational realities (Schein, 2010). Thus, through a quantitative methodology, based on the Cameron and Quinn (2011) framework, and the TM practices in place, we aim to answer the following question: *Do different organizational cultures influence upon the adoption of the exclusive TM approach?*

In so doing, this study contributes to the TM literature by heeding the call to clarify if organisational characteristics (in this case, culture) relate to a certain operationalization of talent (Dries et al., 2014; Gallardo-Gallardo et al., 2020). It also replies to the demands for more TM quantitative studies (Meyers et al., 2020), and contextualized approaches -internal organizational context- to TM (Gallardo-Gallardo et al., 2020; Son et al., 2020).

As to practical implications, results may contribute to trigger senior managers’ discussion about the appropriate TM practices in place considering their OC. Additionally, the most and less likely TM exclusive practices for different OC cultures may help TM managers to contrast them with those practices in place and deliberate about their alignment.

The paper is structured as follows. First, we present the analytical framework underlying the investigation. This is followed by the research methods adopted for the study. Findings are, then, discussed in light of the literature together with conclusions, limitations and suggestions for further research.

## 2. Theoretical Framework

TM approaches and the exclusive-inclusive debate.

Talent approaches are understood as the underlying beliefs held about talent, its interpretation, and its value for organizations (Bonneton et al., 2020). Three TM approaches, with varying degrees of exclusivity, were identified: inclusive, exclusive and hybrid (Meyers & van-Woerkom, 2014; Swales et al., 2014).

At one end of the spectrum, the exclusive TM approach is understood as ‘the activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation’s sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation’(Collings & Mellahi, 2009, p. 304). In exclusive TM organisations, between 1 and 10 per cent of the

workforce is selected as ‘talent’ for special treatment (training, mentoring, networking, and upward mobility (Van-Zelderden et al., 2025), since they are expected to create higher returns on investment. This approach is criticized due to its elitist and exclusionary approach (Bonneton et al., 2020), the potential detrimental impact on those not identified as ‘talented’ (Meyers et al., 2015), and its lack of transparency towards employees (Swailes, 2013).

At the other end of the spectrum, the inclusive approach is defined as “the recognition and acceptance that all employees have talent, together with the ongoing evaluation and deployment of employees in positions that give the best fit and opportunity for employees to use those talents” (Swailes et al., 2014, p. 5). Thus, the firm needs to identify each employee skills and involve them in meaningful ways that align their capabilities with the available organizational opportunities. Indeed, the strengths-based approach holds that anyone can develop potential into strengths through training and development, knowledge gain and learning (Cadigan et al., 2023). The inclusive approach, in turn, is criticised due to potentially costly and unnecessary investments in human resources (Cai et al., 2023).

Finally, the hybrid TM approach recognises both exclusive and inclusive definitions of talent. It is differentiated by slightly higher human resource investments in key employees and strong investments in the development of talent throughout the firm. It considers both the overall organisational workforce as its foundational talent pool in complement to the identification and management of specific workforce segments as specific talent pools for business strategic capability requirements (King & Vaiman, 2019; Meyers et al., 2020).

It is worth mentioning that societal characteristics are often mirrored in an OC, leading to specific TM approaches (Sidani & Al-Ariss, 2014). Therefore, TM approaches are influenced, through the OC, by the traits of the society, characterized by distinct cultures and norms (Gallardo-Gallardo et al., 2020; Paauwe & Farndale, 2017). For example, according to Swaab and Galinsky (2015) in egalitarian societies, such as Scandinavian countries and China and India, OC cultures are more inclusive and their TM practices are aimed at fairness and equity. Similarly, in South Korea, Park (2023) the Confucian organizational culture makes employee differentiation – exclusive approach- problematic.

## 2.1. TM Strategy and Practices

The aforementioned TM approaches influence upon the TM practices or systems of practices that are adopted by organisations (Meyers et al., 2020; Russo et al., 2023). Thus, TM approaches differentially combine and implement TM practices to be competitive (Aljbour et al., 2022; Yildiz & Esmer, 2023).

A specific configuration of policies and practices within the TM system is understood as a TM strategy (Tarique & Schuler, 2015). Two dimensions were proposed to categorize TM strategies: the extent of talent coverage –the number of employees who are part of the talent pool–, and the extent of TM practices - the number and/or variety (different) of TM practices needed to fully support the organizational strategy-. In this paper, we will rely upon the second dimension.

An exclusive approach, according to Meyers and van-Woerkom (2014), is positively related to the selection, development, and retention processes addressed to a small subgroup of talented employees, while an inclusive one includes to TM practices regarding the identification of individual strengths, and the facilitation of their development. In this vein, Aljbour et al. (2022) highlighted in a recent TM literature review, that most of the studies about how TM approaches determine practices were qualitative (Bolander et al., 2017; D’Armagnac et al., 2022; Festing et al., 2015; Guerci & Solari, 2012; Li et al., 2018; McCracken et al., 2016; Valverde et al., 2013), and only two were quantitative. Regarding the quantitative ones, Pantouvakis and Karakasnaki (2019) focused only on identification practices while Meyers et al. (2020) concentrated on human resource (HR) managers’ perceptions of their organization’s TM approaches. Consequently, both were considered unsuitable for the goals of our study.

Therefore, we defined the number and variety of exclusive TM practices relying upon prior literature. Our decision was based on the following reasons. First, research about inclusive or hybrid TM forms is practically absent in the literature (Bos et al., 2020). Indeed, the inclusive TM practices were only examined empirically and qualitatively by Bolander et al. (2017) and Thunissen & Buttiens (2017). Indeed, inclusive TM “has mostly been

branded as ‘anti-exclusive,’ while it is much less clear what inclusive TM itself would look like” (Cadigan et al., 2023, p. 19). Second, the exclusive TM practices were widely described and examined empirically (Bonneton et al., 2022; Mujtaba et al., 2022). Nevertheless, even being the most popular approach, no exhaustive list of exclusive TM practices has been offered, and there is no consensus about the set of practices associated. Thus, we consolidated the exclusive TM practices relying upon the TM processes offered by Silzer and Dowell (2010), as previously done by Son et al. (2020). See Table 1.

TM Processes	TM Exclusive Practices	Authors
Staffing	Selective hiring / Use of talent inventories for selection/ Graduate and trainee programmes Brand reputation among key employee segments	McCracken et al., 2016; Sparrow et al., 2014; Stahl et al., 2016
Identification	Activities to find talent among current employees	Meyers et al., 2013
	Key roles- Pivotal positions based on workforce differentiation.	Collings et al., 2019; Huselid & Becker, 2011
	Potential: Exclusive TM focuses solely on key employees. The top performing 10% (high performers and high potentials)	Ulrich & Smallwood, 2012
	Performance for Talent Review purposes. Under the exclusive TM approach, high performers: employees whose achievements are exceptional compared to other workers.	Nijs et al., 2014; Silzer & Dowell, 2010
	Talent reviews aim to identify who will be part of the talent pools. Succession management.	Stahl et al., 2016; Sparrow et al., 2014
	Under the exclusive TM approach, companies separate a pool of employees from the rest. Talent pools are grounded in the workforce differentiation idea.	Collings et al., 2019; Huselid & Becker, 2011
	Formal communication of talent status	Björkman et al., 2013; Sumelius et al., 2020
Development	Learning, training and development further advances the skills of those pre-identified as high-potentials/performers. More career mentoring as compared to peers will serve as an indicator for one’s relative career potential	Carbery & Cross, 2015; Van-Vianen et al., 2018
	Individual development plans linked to succession planning process. Development exclusive programs where admission is through nomination.	Collings & Mellahi, 2009; Stahl et al., 2016
Retention	‘Targeted activities to prevent high potential/high performer employees’ turnover.	Narayanan et al., 2019; Ortlieb & Sieben, 2012

Table 1. Exclusive practices according to the TM literature

## 2.2. Organizational Culture

An organizational culture (OC) is the complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts business (Barney, 1986). This set is considered the valid one and consequently, it is taught to new members as the correct way to perceive, think, and feel (Schein, 2010).

To understand and assess OC, Cameron and Quinn (2011) offered the Competing Values Framework (CVF). According to it, there are two key dimensions at opposing extremes in the organisational environment: flexibility and discretion versus stability and control; and internal focus and integration versus external focus and differentiation. The outcome of the interactions between the two dimensions gives rise to four potential types of OC: clan, adhocracy, market, and hierarchy.

OC represents a kind of organizational social environment that influences the establishment of an organizational HR management system or, in our case, the TM system, in line with Russo et al. (2023) who asserted that the dynamics of HR systems should apply similarly to TM systems. Hereby, depending on the culture and mission of an organisation, TM can be implemented in different ways (Dries et al., 2014). We will describe some characteristics of each type of OC in line with the CVF and offer suggestions about its impact upon the exclusive TM approach.

The market culture preaches control and stability and is externally oriented. It is a “results-oriented workplace”, emphasizing productivity, goal fulfillment, performance, and achievement values. Leaders are hard-driving producers who encourage staff to beat the competition (Cameron & Quinn, 2011). They motivate employees by setting difficult goals and providing feedback on performance, which in turn, triggers a self-efficacy perception (Naranjo-Valencia et al., 2016). Employees are success oriented. The glue that holds the organisation together is an emphasis on winning, and the long-term concern is on competitive actions and achieving stretch targets (Maximini, 2015).

A culture where leaders encourage competitiveness, which may resonate with a market culture in the Cameron and Quinn (2011) typology, is more likely to fit well with the exclusive TM approach (Dries et al., 2014). Since increased attention and higher investments into talented staff (an individual approach) result in increased performance (Mousa & Ayoubi, 2019); being performance the base for differentiation in this strategy. In the same vein, in these competitive organizations, inclusive TM practices that address all employees will run counter to their “performance-driven culture” (Stahl et al., 2016).

In turn, the clan culture is internally focused and concerned with human relations. It can be typified as a friendly place to work where people share a lot of themselves, and as a homely and family like working environment (Cameron & Quinn, 2011). Leaders play the role of mentors, and even parent figures, focusing on people and their needs, and they foster a sense of trust and high morale. Leaders hold the organisation together by loyalty and tradition. These organisations highly value teamwork, participation, and consensus (Maximini, 2015) and emphasize the long-term benefits of human development to generate effectiveness. This culture is predominant in family-managed firms (Sánchez-Marin et al., 2017) whose group values may be at risk with the adoption of an exclusive approach. The workforce differentiation associated with the exclusive view can endanger the self-esteem of employees who are not part of the “talented subgroup” (Mousa & Ayoubi, 2019) and, consequently, damage the team spirit. Then, an exclusive TM approach may not be appropriate for firms that prioritize cooperation rather than competition (Meyers, 2016), which characterize clan cultures in Cameron and Quinn terms. Consequently, based on the above arguments, we hypothesize:

*Hypothesis 1: A company with a market OC culture will be more likely to adopt an exclusive TM approach than a clan culture firm.*

The adhocracy culture emphasizes flexibility and change, and it is externally oriented. Its key values are creativity, entrepreneurship, and risk taking. No organisational charts due to the frequently and rapidly changing structure, temporary physical space, roles, and responsibilities are common in these organisations. Effective leadership is risk oriented and innovative (Cameron & Quinn, 2011). Individual initiatives and freedom are encouraged. Employees will often come together to work on specific projects and then disband at completion. Members of the organisation must be dynamic and able to produce solutions to new challenges quickly.

Hiring from outside, showing innovation commitment to attract new talents fits the outside orientation of an adhocracy (Gong et al., 2022). Considering that TM provides insight into answering the long-term strategic question around the talent supply necessary to deliver on strategic intent (Ibrahim & Zayed, 2018) and the short-term horizon of the adhocracy culture and its key values -creativity, entrepreneurship, and risk taking-, we propose:

*Hypothesis 2: A company with an adhocracy OC will be more likely to adopt the exclusive TM approach/ practices whose benefits can be reaped in a shorter time horizon than a clan culture firm.*

Finally, a company with a hierarchy culture is a formalized and structured place to work. Procedures and well-defined processes govern what people do. Standardization, strict control, clear lines of decision-making authority, and well-assigned tasks are the main factors of the hierarchy culture (Yu & Wu, 2009). These organizations emphasize security of tenure, predictability, and compliance to rules and regulations. Management wants security and predictability. Effective leaders are good coordinators and organizers. They offer a clear career path, well-established rules for performance evaluation, and the knowledge of the firm’s policies constitutes one requirement for promotion (Cameron & Quinn, 2011).

Since the characteristics of this culture offered by the existing literature do not support the suggestion of a specific TM approach, we are not able to propose any hypothesis.

### 3. Methodology

#### *Data collection and sample*

Given that the entire organization is considered the unit of analysis, an online survey was sent to HR directors of organizations, operating in Argentina, which were part of the top 300 of Mercado Ranking (2019) and, some of them, part of MercoTalent ranking. The former ranking is the referent one for local firms while the latter was selected since we focused on firms that were explicitly engaged in TM initiatives. Organisations in different industries were invited. Data collection took place from July 2019 to February 2020.

The initial sample universe was top 300 firms, and the final one comprised 104 companies. Contact details of each TM manager were looked for in LinkedIn, and later a personalized invitation was sent. Sample characteristics are exhibited in Table 2. Respondents and non-respondent companies were compared in terms of size and capital origin – since big firms and MNC firms adopt exclusive TM approaches (Caligiuri et al., 2024; Krishnan & Scullion, 2017) while the type of activity does not exert any influence. No significant differences were found; then, the internal balance of these subgroups in the sample remains statistically consistent with the original population.

Capital origin			Size (number of employees)*		
Multinational	52	50%	SMEs up to 500	37	36%
Domestic	52	50%	Big firms- more than 500	67	64%
			Activity		
			Manufacturing	49	47.4%
			Services	55	52.6%

Note: \*Firms were categorized according to AFIP (2021) criteria, at present, Agencia de Recaudación y Control Aduanero (ARCA)

Table 2. Sample characteristics

### 3.1. Measures

#### 3.1.1. Dependent Variable

##### *Talent approach*

As previously mentioned, any TM approach is implemented through practices, and in this study, we understand that the number and variety of exclusive TM practices reveals the exclusive TM approach. The exclusive practices were submitted to a panel of experts (three practitioners and two TM scholars) to achieve a consensus on their content. Based on their review, a final survey with 12 practices was agreed upon. The practices are detailed below. See Table 3.

Since all items considered a dichotomous response, the Kuder-Richardson formula 20 (KR-20) was used to test internal consistency. Values were adequate (KR=0.7402) in line with conventional thresholds observed in the literature (Kline, 2013).

#### 3.1.2. Independent Variable

##### *Organisational culture*

The framework selected for this study was the OC Assessment Instrument (OCAI) (Cameron & Quinn, 2011) based on the Competing Values Framework (CVF) since it stands as the dominant model in the quantitative research on OC (Kwan & Walker, 2004; Yu & Wu, 2009).

Cameron and Quinn defined four types of cultures based on two dimensions. Furthermore, OCAI assesses six important attributes: dominant characteristics, management of employees, organisational leadership, organisational glue, strategic focus, and criteria of success. Each question offers four alternative statements, representing different cultural orientations, making a total of 24 questions. Respondents (HR managers/Directors) were asked to allocate a score, for a total of 100 points, according to how well each of the descriptions matched

their organisations. The questionnaire was professionally translated using back translation and was pre-tested in a pilot study.

The dominant culture was determined by the higher number of points awarded to a particular culture type (OCAI online). Dummy variables were created for each organizational culture.

To assess the reliability of OCAI the McDonald's omega was performed. The overall reliability of the scale was 0.70, which is considered acceptable (Katz, 2006).

	Exclusive Talent Management Practices	Item difficulty	Item variance	Item-rest correlation
Staffing	Intern - Graduate programmes	0.4135	0.2425	0.2428
Identification	Formal potential definition	0.5673	0.2455	0.5901
	Formal potential identification process	0.625	0.2344	0.5542
	Identification tools in place	0.7981	0.1612	0.389
	Performance for Talent Review purposes	0.5192	0.2496	0.6668
	Talent Review process	0.5673	0.2455	0.5669
	Key roles	0.5096	0.2499	0.6391
	Formal communication of talent status	0.3846	0.2367	0.3263
Development	Mentoring as a development tool (targeted to some employees- high potentials)	0.5481	0.2477	0.1893
	Talent Pool activities	0.4615	0.2485	0.5783
Retention	Loyalty activities for High Potentials + Loyalty per talented person	0.5673	0.2455	-0.1796
	Differentiated policies for High Potentials	0.3942	0.2388	0.0979
	Test	0.5052		0.364

Number of complete observations = 104; Number of items in the scale = 12; KR20 coefficient is 0.7402

Table 3. Exclusive TM practices

### 3.1.3. Control Variables

#### *Size*

TM practices vary depending on the size of the organization: SMEs generally adopt an inclusive approach while large ones, exclusive TM approaches (Valverde et al., 2013; Krishnan & Scullion, 2017). Then, size was defined as the number of employees. A big firm employs more than 500 employees, while a medium one employs between 60 and 500 employees, and a small one, less than 60. This criterion was based on the AFIP (2021) criteria. We recoded this data into a dummy variable indicating whether firms were small, medium, or big.

#### *Capital origin*

Multinationals (MNCs) are substantially different from domestic firms since the former face distinctive challenges related to the access of talented people and their strategic capabilities across geographic boundaries, and usually global TM is defined through an exclusive approach (Caligiuri et al., 2024). In turn, local firms are products of their history and the culture in which they reside (Tatoglu et al., 2016). Then, we recoded that information into a binary variable indicating whether the firms were MNCs or not.

To check the problem of common method bias, Harman's one-factor test, and a confirmatory factor analysis were performed (Podsakoff et al., 2012). Results indicated that this type of bias was not of great concern since the single-factor solution did not explain more than 29.62% (less than 50%) of the total variance.

### 3.2. Statistical Analysis

Count models were initially employed to examine the determinants of the implementation of the practices of the survey. Next, a multinomial model was run to ascertain whether any organizational culture exerted a more substantial influence on the implementation of each practice. For all estimations the robust variance estimator was calculated to address the assumption of independence of observations, which is a standard practice (Cameron & Trivedi, 2013).

The estimation of the frequency of events was made through the Poisson and negative binomial models. These models find application in scenarios where the occurrence of an event is infrequent, with the objective of estimating the data-generating process of a right-skewed distribution. The estimation of both models was considered a sound practice, ensuring the robustness of the results (Cameron & Trivedi, 2013).

Since these models are of a logarithmic-linear specification, the interpretation of the coefficient is not straightforward from the results tables. The scalar-valued function that returns the value of the predictions of interest is  $f(x, \beta) = e^{x\beta}$ . Hence, the output tables report the incident ratios, which allow for the identification of the percentage increase in the expected occurrence of the event for a certain independent variable. In Table 4, the marginal predictions of our dependent variable over organizational cultures are shown.

Regarding the multinomial logit model, it was employed to detect a statistical incidence of a given culture on each exclusive TM practice. It leverages the estimator plots for each outcome, which offers a more nuanced depiction of the statistical disparity between organizational cultures and each TM practice.

## 4. Findings

### 4.1. Descriptive Statistics

Considering the total sample, the clan culture is the predominant one (45.2% of firms). In addition, the remaining 54.8% of firms were distributed as adhocracy OC firms (7.7%), market firms (24%), and hierarchy culture firms (23.1%). As to clan culture firms, 51% of them are domestic and 49% are MNCs. It is worth mentioning that 30% of those MNCs are from Latin American origin. Regarding size, 55.3% of the clan firms are big.

As to the total number of exclusive TM practices, Figure 1 shows the atomized distribution of firms. Most of the participant firms use 5, 6 and 10 practices. The group of firms with 4, 5 and 6 TM exclusive practices (44/104- 42% of the sample) reveal a partial implementation of the total number of exclusive practices, while the group of 10 practices (13.4% of the total sample) evidences a more complete implementation of the exclusive TM approach (10/12 practices).

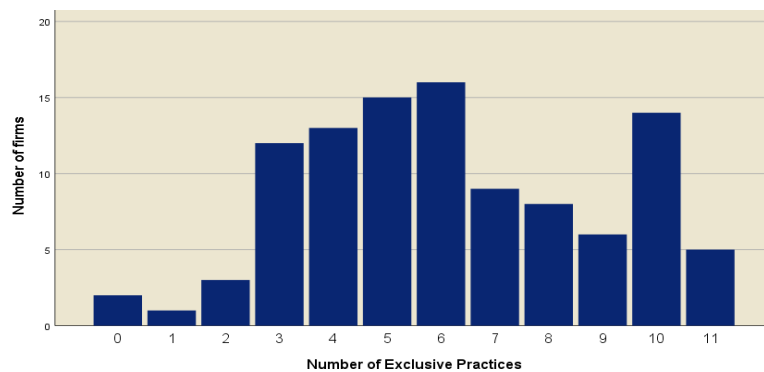


Figure 1. Firms and number of exclusive TM practices

Additionally, findings show that the most popular exclusive TM practices are those related to talent identification and retention (Potential Identification Tools -79,8% of the sample firms-; Formal Potential Identification Process -62,5%-; and Policies for HIPOs -60,6%-).

Furthermore, the Variance Inflation Factor (VIF) among independent variables was performed, and the following results were obtained:

Variable	VIF	1/VIF
Organisational Culture		
2	1.1	0.911691
3	1.18	0.845996
4	1.2	0.836742
Capital origin		
1	1.06	0.940157
Size		
1	1.11	0.903442
2	1.04	0.959174
Mean VIF	1.11	

*Table 4. Variance Inflation Factor*

It can be concluded that multicollinearity is not present in our model. This finding confirms the stability of the estimated coefficients in the regression models and supports the validity of the inferences drawn.

Regarding the results obtained through the regression of Poisson and Binomial Negative models, as shown in Table 4, columns 1 and 3 collect estimation for the baseline models, while columns 2 and 4 include some controls (MCN and Headcount). The estimated coefficients reflect the incident rate ratios, that is, that the number of exclusive practices of the market culture firms (Organizational Culture=3) is 22% higher than that for clan culture firms (Organizational Culture=1) at 10% significance level. In this sense, market culture firms are 17.8% more likely to adopt an exclusive TM approach than clan ones. Thus, Hypothesis 1 supported.

Nevertheless, contrary to our expectations, hypothesis 2 was not confirmed. Finally, the relationship between capital origin and exclusive practices mirrors the literature as MNC firms apply 21% more exclusive practices than other firms- The pseudo  $R^2$  and Wald test results indicate that the full-specification model provides a superior global significance for the data. The alpha coefficient in the negative binomial distribution approaches zero, and the estimate coefficients do not exhibit a significant change compared to the Poisson regression. These findings provide support for the proposed approach. See Table 5.

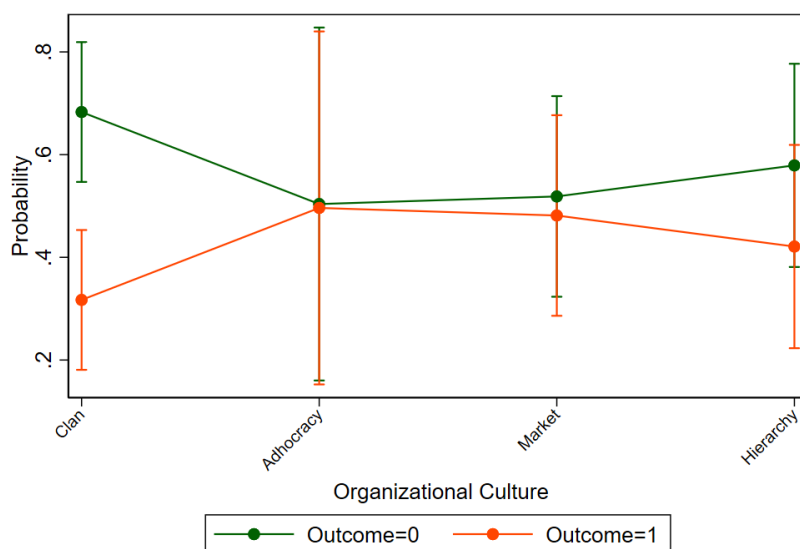
Variables	Poisson		Negative Binomial	
	(1)	(2)	(3)	(4)
	Baseline	Controls	Baseline	Controls
OC 2= adhocracy	1.140 (0.176)	1.142 (0.178)	1.140 (0.176)	1.142 (0.179)
OC 3= market	1.221* (0.126)	1.178* (0.115)	1.221* (0.126)	1.178* (0.115)
OC 4= hierarchy	1.081 (0.116)	1.043 (0.107)	1.081 (0.116)	1.043 (0.107)
MNC Domestic = 1		1.215** (0.104)		1.215** (0.104)
Size 1= less than 60		0.766 (0.213)		0.766 (0.214)
Size 2 = 60 to 500		0.864 (0.0782)		0.864 (0.0782)
Constant	5.702*** (0.435)	5.530*** (0.577)	5.702*** (0.435)	5.529*** (0.579)
Observations	104	104	104	104
Pseudo R2	0.00846	0.0311	0.00715	0.0279
Wald test (Chi2)	3.865	18.72	3.865	18.73
Prob > Chi2	0.276	0.00467	0.276	0.00464
Alpha			0.0263	0.00665

Notes: Robust s.e. in parentheses. Significance levels: \*\*\* p<0.01, \*\* p<0.05, \* p<0.1.

Table 5. Output regression of Poisson and Binomial Negative models with different specifications

Having analysed the estimated probabilities of applying all the different TM practices considering the OC, we will only share the findings of those practices with significant differences among OCs.

Regarding policies for High Potentials (Figure 2), it was found that clan firms are less likely to apply this practice compared to the other cultures. As the confidence intervals overlap significantly, in most cases, we cannot find conclusive evidence for the application/non-application of this practice for the other cultures.



Source: Author's own elaboration

Figure 2. Adjusted prediction in Policies for HiPos (CI %95)

As to Performance for Talent Review (Figure 3), there is a statistically significant probability of not using this practice in Clan, Market, and Hierarchy OC firms, with the highest probability for clan firms. Adhocracy firms may behave in the same way, but there is minimal overlap between their CIs (given a high confidence interval), so their significance is reduced. A larger confidence interval means that the variance (dispersion of the observations) is higher, which is common in small samples.

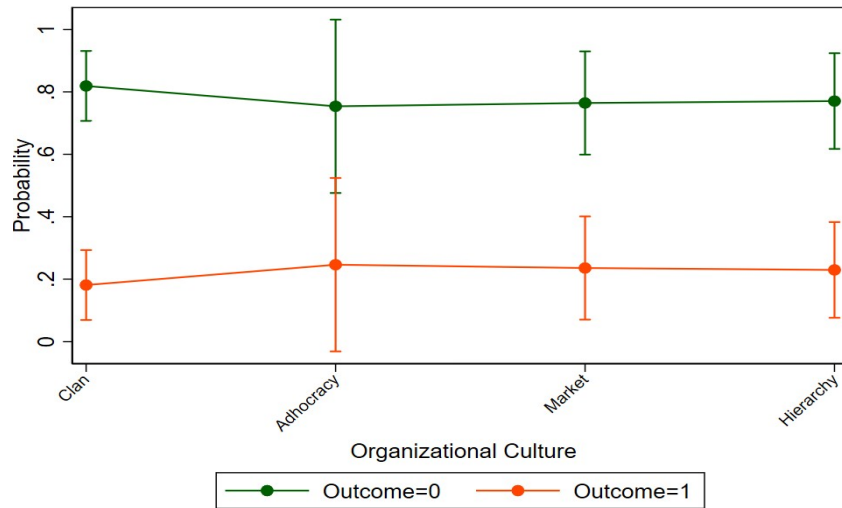


Figure 3. Adjusted prediction in Performance for Talent Review (CI %95)

Regarding Potential identification tools, it seems to be an extended practice among cultures, with a higher probability for clans and adhocracies' cultures (Figure 4). Finally, adhocracies are very likely to apply Talent Review processes compared to the rest of cultures (Figure 5).

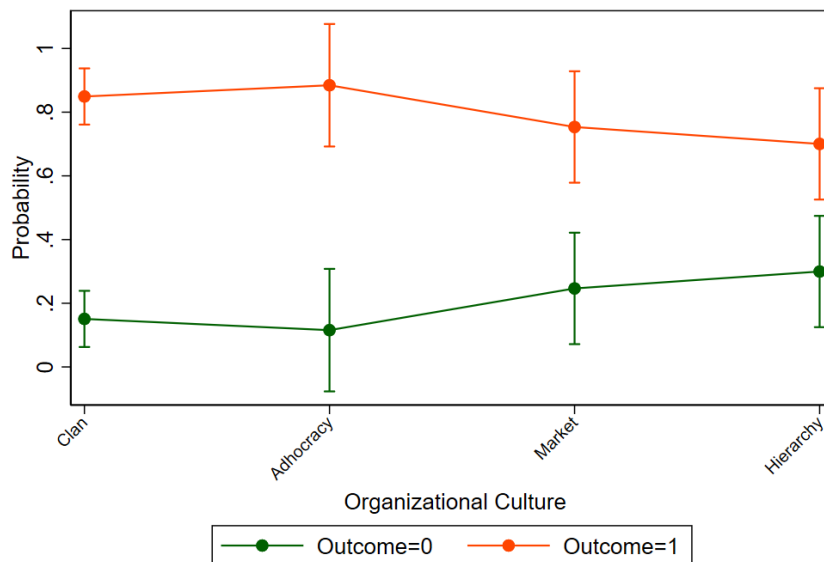


Figure 4. Adjusted prediction in Potential identification tools (CI %95)

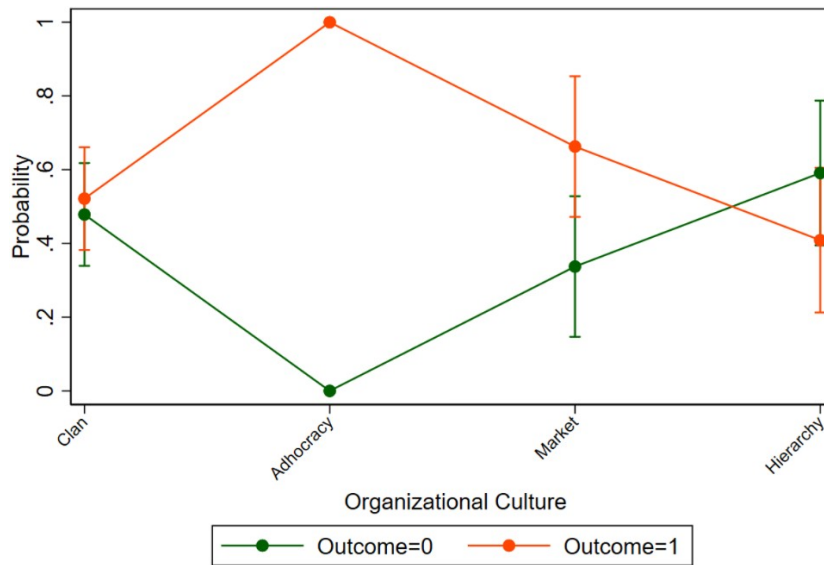


Figure 5. Adjusted prediction in Talent Review (CI %95)

In sum, findings reveal that clan OC firms will be more likely to implement the Potential identification tools and at the same time, they will be less likely to implement the Performance for Talent Review purposes as well as the Policies for HiPos as a TM practice. As to adhocracy OC firms, they will be more likely to adopt the Potential identification tools and the Talent review process.

## 5. Discussion

Our paper aimed to provide insights into the influence of the OC on the TM exclusive approach. Thus, we will discuss the results obtained concerning the relationship between the exclusive TM approach and OCs, and, later, the practices more likely to be implemented in specific OCs.

### 5.1. TM Exclusive Approach and OC

As to the OCs, results show that the clan culture is the dominant one, even when 49% of the clan firms are MNCs and 30% of the MNCs are *multilatinas* (Latin American origin). This result can be explained considering that family firms are key players in the region (Aguinis et al., 2020), large economic groups in Latin America are mostly owned and managed by families (Schneider, 2009), and family firms have a greater orientation towards the clan culture (Sánchez-Marin et al., 2017). It was previously mentioned that TM approaches are influenced, through the OC, by the traits of the society, characterized by distinct cultures and norms. In this vein, in Latin America, paternalism as the preferred leadership style (Davila & Elvira, 2012), understood as making decisions for employees in a parental way that engenders care and loyalty, aligns well with the role performed by organizational clan leaders as parents (Cameron & Quinn, 2011).

Concerning the number of exclusive TM firms, the adoption of 4 to 6 exclusive practices was found as the most popular approach (42% of total firms), suggesting a partial implementation of the total number of exclusive TM practices. It is well known that TM centers on societal values and belief systems, which mirror the host country culture (Ayentimi et al., 2018). Thus, in a rather collectivistic country like Argentina (Hofstede Insights, 2025), a total set of exclusive TM practices may not be suitable since it skirts the conflicting dilemma about whether some employee groups are more worthy than others or not. In fact, relationships are highly personal, and managers might not feel comfortable allocating differential resources and selecting professionals for talent pools, since those initiatives challenge their collectivist values (Valverde et al., 2013). Consequently, the workforce differentiation practices (exclusive approach) may not be the best fit (Etoom, 2022).

Regarding the influence of OC on the TM exclusive practices, findings evidenced that market culture firms are 17.8% more likely to adopt a set of exclusive TM practices than clan ones. In the market culture, leaders are hard-driving producers and competitors. People are competitive and goal oriented (Cameron & Quinn, 2011). Then, the exclusive TM approach stands as an excellent fit for organisations with a competitive culture, where

employees expect exceptional performance to be rewarded and, thus accept an unequal allocation of benefits (Meyers & van-Woerkom, 2014; Meyers, 2016). Indeed, in our sample, as to capital origin, 54% of market culture firms are MNCs with very diverse origins, and regarding size, 60% are big. Our data confirms prior literature that posits that large and MNC firms adopt exclusive TM approaches (Caligiuri et al., 2024; Krishnan & Scullion, 2017).

Nevertheless, contrary to our expectations, no significant results were found regarding the influence of the adhocracy OC upon the exclusive TM set of practices. We suggest several explanations for these findings. The total group of TM practices involve short term and long-term practices – retention/ development-, while the adhocracy culture is only focused on the short term (Cameron & Quinn, 2011). In fact, the analysis of the TM practices evidenced that they will be more likely to adopt the identification ones -Potential identification tools and Talent review process- than other firms. And these TM practices may contribute to assign talented innovative candidates to projects, while being less focused on more long-term initiatives such as development due to the dynamism and speed that characterize this culture. Alternatively, since even adhocratic cultures need the identification of critical talent -as confirmed by our results - following an exclusive approach, at the same time, innovation-oriented culture employees will be more active and willing to express new ideas and creativity (Malibari & Bajaba, 2022), and to take the kind of interpersonal risks that innovation requires if they trust that their voice will be heard and valued, and thus the psychological safety will be clearly a requirement (Edmonson, 2018). Therefore, an intermediate exclusive approach (combining inclusive and exclusive approaches) may be required for adhocracies, and that could explain -potentially- our non-significant results.

As to the hierarchy culture, it was not explored due to the fact that the existing literature do not support the suggestion of a specific TM approach. We assume the absence of development of this topic may be explained by the opposing characteristics of the hierarchy culture and the TM exclusive approach. While standardization, security of tenure, predictability, and compliance to rules and regulations are the main factors of this culture (Yu & Wu, 2009), its emphasis on tenure and compliance risks disengaging high performers (Gutterman, 2025). Besides, members of hierarchy firms are primarily viewed through the lens of their formal positions and they are treated as role occupants, interchangeable within the system, while the key principle that epitomizes exclusive talent management is workforce differentiation (Meyers et al., 2020).

Finally, the analysis of TM practices provided evidence that the clan OC firms will be more likely to implement the Potential identification tools and at the same time, they will be less likely to implement the Performance for Talent Review purposes as well as the Policies for HiPos as a TM retention practice. Concerning the identification tools, under the inclusive approach, it can be assumed that the potential identification tool may be addressed to recognize employees' strengths (Sparrow et al., 2014). Conversely, the Performance for Talent Review purposes tool is less likely to be used since it compares the employee with the rest, damaging the team spirit and homely working environment of these firms. In the same vein, the Policies for HiPos, as a less likely retention tool in clan firms, emphasise workforce differentiation with differential retention schemes and in these firms the long-term benefits of human development to generate effectiveness are emphasized (Maximini, 2015).

## 6. Conclusions

This article sheds new light on the influence of OC upon the exclusive TM practices. It answers the call to explore if culture relates to a certain operationalization of talent (Dries et al., 2014; Gallardo-Gallardo et al., 2020). In this vein, it adds to the TM literature by revealing that the market OC culture exerts an influence -significant values at the 10% level-, while the adhocracy OC influence does not. Furthermore, results suggest that certain TM exclusive practices are more likely to be present in specific OC firms, confirming the influencing role of OC.

Our findings also add to the TM literature that highlighted the importance of contextualized approaches to TM (Gallardo-Gallardo et al., 2020; Son et al., 2020) by displaying the TM landscape and its predominant OC culture in an emerging market like Argentina.

As in all studies, our paper yields some limitations. Since it only comprises companies with a TM strategy that operate in Argentina, one of the limitations is the lack of generalizability of our results due to the fact that each Macro TM system – composed of a diversity of contextual factors: political, legal, economic, technological and

sociocultural- influence on the strategic initiatives of the companies that operate in those environments (King & Vaiman, 2019).

Moreover, the results of our study rely on a single informant (TM manager) who answered questions on behalf of their company. Ideally, regarding OC, the perceptions of employees and senior managers would have been measured in the present study. However, to address the potential concerns over common method bias, in line with Wright's et al. (2001) recommendations, we interviewed the most informed respondent.

As to the theoretical implications, this study opens some avenues for further research that deserve attention. Our findings constitute a first step towards a deeper understanding of the complexity of assessing OC through a quantitative tool and the outcomes to be considered, as an influencing factor of the TM approach. Although Cameron and Quinn state that different cultures coexist in an organisation, we considered for this study only the OC with the highest score. Nevertheless, considering that in a congruent culture its attributes -dominant characteristics, management of employees, organisational leadership, organisational glue, strategic focus, and criteria of success- are alike and based on the same value sets, it would be interesting to explore, in future studies, the impact of a congruent OC on the TM strategy. Another interesting question worth attention is why the hierarchy culture is supported neither in theoretical terms -TM literature-, since we were not able to suggest any hypothesis in this regard, nor in empirical terms. Consequently, scholars should focus their efforts on companies with this culture type.

Finally, this study has several practical implications. Our results contribute to trigger new discussions with senior managers about the appropriate TM practices considering the OC. In addition, findings about the most and less likely TM exclusive practices for different OC cultures could help TM managers to contrast those results with their practices in place, and to reflect on their alignment.

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### **Authors' contributions**

Mariela Golik: Conceptualization, Methodology, Investigation, Data curation, Writing – review & editing.

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Florencia Fares: Formal analysis (statistical analysis).

### **Data availability**

Data included in the article itself or supplementary material

### **Use of Artificial Intelligence**

The authors declare that no artificial intelligence tools were used in the development of this manuscript. All analyses, data, and text were produced by the authors, in accordance with principles of honest and responsible research practices.

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