Organizational Commitment and Job Satisfaction among Career Changers in Korea:

The Influence of Leaders’ Vision of Talent and Organizational Culture

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The purpose of this study is to examine the impact of organizational culture and the leaders’ value of talent on organizational commitment and job satisfaction of employees who have experienced a career change. The research questions guiding the study were: (a) What are the relationships among leaders’ vision of talent, organizational culture, career changers’ organizational commitment, and job satisfaction? and (b) Does the organizational culture mediate the relationship among leaders’ vision of talent, career changers’ organizational commitment, and job satisfaction? Based on data obtained from the 2013 Human Capital Corporate Panel (HCCP) survey in Korea, 484 responses were analyzed. The findings indicated that organizational culture significantly affected career changers’ organizational commitment and job satisfaction, and leaders’ vision of talent positively influenced organizational culture. Although leaders’ vision of talent had no direct effect on career changers’ organizational commitment and job satisfaction, it indirectly affected their organizational commitment and job satisfaction by mediating organizational culture. Discussion, implications, and recommendations are elaborated.

Keywords: Leaders’ Vision of Talent, Organizational Culture, Organizational Commitment, Job Satisfaction

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