

The Effect of Talent Development on Job Satisfaction in Healthcare: A Mediating Role of Organizational Engagement

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Abstract



Purpose:

This study aims to fill the gap in the literature by examining the relationship between job satisfaction, organizational engagement, and talent development, particularly in developing nations like Pakistan that have gotten relatively less attention in previous research. The main objective is examination of the impact of talent development on their job satisfaction within hospitals of Pakistan, particularly emphasizing mediating effect of organizational engagement.

Design/Methodology:

Based on AMO (Ability, Motivation, Opportunity) theory, this study advances theoretical arguments on the relationship between talent development, job satisfaction and organizational engagement. Data Collection was made from 205 nurses as sample population employed at hospitals, located at Peshawar, Khyber Pakhtunkhwa, Pakistan. Data is analyzed using Smart Partial Least Squares-Structural Equation Modeling (Smart PLS-SEM).

Research Limitations:

Several limitations are likely to affect the findings' generalizability. Secondly, common method bias is likely to be encountered due to the use of nurses as the sole sources of data. In addition, the use of the cross-sectional design limits the research to infer causal pathways between the study variables.

Practical Implications:

The key practical implication of the study is relevant to hospital management and policymakers in Pakistan. The results of the study showed that talent development programs enhanced nurses' job satisfaction, especially due to the essential down-stream effect of organizational engagement. Thus, the various talent development opportunities and a positive organizational culture providing prospects for mastery lead to increased satisfaction and motivation.

Originality:

An added advantage of our study which distinguished it from the literature is its specific focus on the hospital context in Pakistan which is relatively thus far neglected by other studies in relation to talent development and job satisfaction. The usage of AMO framework and Smart PLS-SEM tool for analysis contributes to the methodological rigor of the study. Secondly, by identifying organizational engagement as the mediating variable in the relationship between talent development and job satisfaction, the study made a unique contribution to understanding how satisfaction of the employees can be managed in healthcare organizations in Pakistan.

Keywords: Talent Development (TD), Job Satisfaction (JS), Organizational Engagement (OE), Public-sector Hospitals

Introduction

The economic slowdown has had a significant impact not just on industrialized countries, but also on emerging countries such as Pakistan. The current situation has been affected by economic crises that have resulted in issues such as energy shortages, inflation, and a higher percentage of unemployment (Javed, 2020). On the other hand, layoffs and downsizing are a typical occurrence in industry

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nowadays. Most sectors in Pakistan's services industry have reached the mature stage of their product life cycle and are confronting fierce competition (Mazhar, 2023). Several research studies have highlighted the importance of talent developments for organizations to survive and thrive (Aina et al., 2020; Chaudhuri et al., 2022). Each employee in a corporation is expected to perform a certain duty as defined by the job description and superior expectations. Talent development is essential for the long-term success of organizations. Employees who collaborate with colleagues, offer support and guidance, engage actively, deliver extra services to clients or co-workers, and utilize their work hours effectively contribute significantly to the rapid achievement of institutional objectives. Talent development is a viable solution that has previously been investigated by numerous scholars (Datta et al., 2023; Dwipayana et al., 2023; Dzimbiri & Molefi., 2021). Researchers have found various factors that affect talent development (TD), organizational engagement (OE) and job satisfaction (JS) (Siripipatthanakul et al., 2022). The assigned duties are completed efficiently and correctly, if management has a better view of talent development. A widely held belief in the literature is that talent development can explain organizational performance in the health sector (Aina & Atan, 2020).

Practitioners and researchers have placed a high value on justice and fair procedures in organizations. Employees have also expressed their appreciation for fair practices in firms. The distribution of outcomes has been the focus of early justice studies. Employees perceive reward distribution as fair when there is an equitable balance between their contributions and the incentives they receive. (Siripipatthanakul et al., 2022; Tziner & Sharoni, 2014). Job satisfaction is a broad set of factors that may impact employee connection to their employing firm, both on the job and in the community (Dong & Phuong, 2018). Job satisfaction is impacted by the relationships to other people or activities, both at an organizational and employee level, the extent to which their jobs and employees are related to or fit with parts of their living spaces.

Through its mediating function in organizational engagement, this study aims to evaluate the effect of TD on JS. The link between talent development, job Satisfaction and organizational engagement at Pakistan's public hospitals has not been studied before, making this a unique area. This study fills major gaps in the literature on talent development by constructing and verifying a conceptual framework that takes into consideration the limitations of previous studies (Dwipayana et al., 2023; Ribeiro et al., 2021). Although this relationship is significant, earlier studies have largely overlooked mediating role of the organizational engagement, between talent development and job its satisfaction (Goestjahjanti et al., 2020).

Thus the current study investigated the effect of talent management on job satisfaction with the mediating effect of organizational engagement in healthcare sector of Pakistan. The study validate the theories Herzberg's Two-Factor Theory, Expectancy Theory and social exchange theory by focusing on employees talent management that results in job satisfaction. Furthermore the mediating effect of organizational engagement validate the expectancy theory as the fair treatment, employees work recognition and career development can enhance the employees organizational engagement. The research method comprising the research design and sampling method and measures used in the study. The results were provided with the discussion and offers limitations and future directions in the study.

Review of Literature

Talent development and job satisfaction

Talent management is an evolving process that necessitates allocating resources to a select group of employees who possess specialized knowledge, skills, abilities, and potential to enhance productivity and boost business performance (Collings & Mellahi, 2009). Investing in the knowledge, skills, and human capital for talent development unlocks the performance potential of crucial roles needed to achieve organizational objectives. The aim of talent development is to enhance the competencies and skills of current employees.

It is crucial for managers, retention agents, and Human Resource (HR) professionals to grasp the concepts of employee loyalty and satisfaction. HR focuses on evaluating how committed the staff is to the organization and their fellow employees (Saputra & Mahaputra, 2022). They assess whether employees are content with their current situation, which influences their likelihood of remaining with the company. Measuring employee satisfaction is a key component of Human Resource Management. Ensuring that employees are satisfied is vital for boosting productivity, responsiveness, quality, and customer service. (Budhwar et al. 2022).

Previous research on the relationship between innovative behavior and talent development has found a positive relationship between employees' innovative behavior to the organization (Datta et al., 2023). In this investigation, we anticipate a positive relationship between TD & JS. As a result, the first hypothesis is derived as:

H1. *There is a significant positive relationship between talent development and job satisfaction.*

Talent development and organizational engagement

The relationship between talent development and organisational engagement is underpinned by the Ability, Motivation and Opportunity (AMO) framework. Employees are anticipated to build tighter ties with those who treat them fairly and less close relationships with those who treat them unfairly (Moorman & Byrne, 2013). Talent development involves planning, selecting, and executing strategies to nurture the entire talent pool. This guarantees that the organization possesses the required talent both presently and in the future to accomplish its strategic objectives. Development activities are carefully aligned with overall talent management processes (Garavan et al., 2012). Organizational engagement has attracted attention in the literature because many crucial organizational attitudes and actions are closely related to employees' sense of engagement (Elewa & El Banan, 2019). Employee engagement in the institution inspires in individuals a strong feeling of obligation, allowing them to interact and help others (Li et al., 2010). Individuals are satisfied with the procedures and the firm because of organizational engagement, which pushes them to perform extra. According to Cogburn et al. (2020), employees grow their talent development more quickly, if they observe fair treatment from their boss or institution.

According to Hasyim & Palupiningdyah (2021), employees who believe their firm treats them honestly or righteously are more likely to respond by engaging in talent development and perform accordingly. To evaluate this relationship, there are, however, comparatively little theoretical underpinnings, models, and empirical research. Fewer studies have been conducted on how talent development promotes organizational engagement. This statement is confirmed by prior study findings showing that talent development has a notably beneficial impact on organizational engagement (Chaudhuri et al., 2022). To this end, we develop the following hypothesis:

H2. *There is a significant positive relationship between talent development and organizational engagement.*

Organizational engagement (OE) and job satisfaction (JS)

Previous studies on organizational engagement largely accepted that employee perceptions of organizational engagement influenced emotional impact in the workplace. Employees feel a sense of fairness within the organization when they perceive that decision-makers are impartial and that the process used to reach decisions is equitable (Saks et al., 2022). Organizational engagement revolves around fair treatment of employees, reflecting their perception of fairness in the give-and-take dynamic within the organization. When employees feel they are treated ethically and morally, it fosters positive attitudes and job satisfaction among them (Chaudhuri et al., 2022). When a firm succeeds in developing employees' job satisfaction, management might feel that the company is spreading a portion of its resources, which rewards and builds loyalty to the company.

The perception of being part of a company and sharing a common bond with coworkers can be enhanced by an employee's perception of equity (Jiang & Law, 2013). Employees who experience organizational engagement receive various support mechanisms that can address or make up for a lack of fit within the company (Yao et al., 2004). These resources consist of knowledge, self-efficacy, a network of support, and access to resources for job completion (Tepper, 2001). Employees want to be cared for and appreciated by the business so they can trust it and display good attitudes and actions. Employees having a high degree of job performance and are thoroughly entrenched in their occupations are more likely to stay in the business. Extending on the preceding argument, we argue that workers sense a fairness process when the firm allocates their activities towards job satisfaction, indicating that the employee is linked with the organization's positive outcomes.

H3. *Active organizational engagement correlates positively with job satisfaction.*

Organizational engagement mediates the relationship between talent development and job satisfaction.

According to earlier studies, workers who participate in the three formal ownership programs have higher degrees of psychological ownership for the firm (Lin et al., 2019). Positive attitudes lead to positive behaviours, such as volunteering to assist co-workers with their work, upholding the peace in

the workplace, striving to go above and beyond goals, showing tolerance for colleagues, and taking responsibility for organization’s operations. These behaviours are all indicators of job satisfaction.

Recent research has also looked at the function of organizational engagement as a mediating factor in the relationship between transformational leadership and intrinsic motivation (Kant & Asefa, 2022). Further research is necessary to investigate the role that organizational engagement plays as a mediator in the link between. Accordingly, we hypothesise that:

H4. *Organizational engagement positively mediates the relationship between talent development and job satisfaction.*

Figure 1 presents the research framework

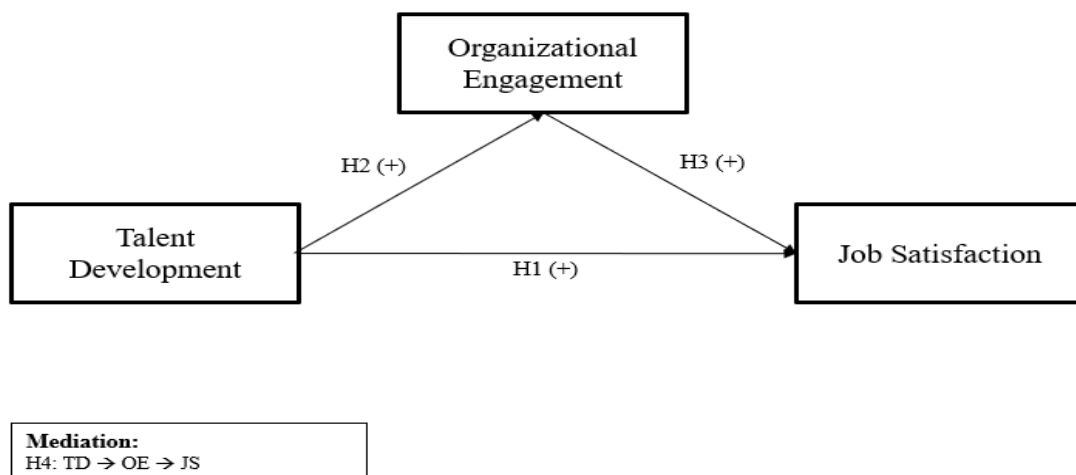


Fig. 1. Research Framework

Research Method

Research design and sampling method

This study uses a deductive method and is exploratory and descriptive in nature. Data for this study were gathered using a simple random technique. The study's sample consisted of health sector workers employed by various public hospitals in Peshawar. Data was collected from nurses at various levels. A generally accepted rule of thumb for selecting sample size is five cases per observed variable (Nunnally, 1967). Hence, this research requires 165 respondents. 66% of the total responders were men while 34% were women. In the sample size, respondents were chosen from Age 20-60 years under four categories with 28% of respondents under 29, 26% between 41 and 50, and 10% between 51 and 60, the majority of respondents (31%) are in the 30- to 40-year-old age range. Most respondents (31%) are between the ages of 30 and 40, with 28% of the respondents under the age of 29, 26% between the ages of 41 and 50, and 10% between the ages of 51 and 60. The highest reported qualification was a Master's/MS/M.Phil degree held by 49.2% respondents.

Measures

The questionnaire contained a total of 33 items. Chami-Malaeb & Garavan (2013) used a 7-item scale to assess talent development, while Arvey et al. (1989) utilized a 20-item scale to measure job satisfaction (JS). As a mediating variable, organizational engagement (OE) was assessed using a 06-item (Saks, 2006). The questions were assessed on a five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree". It is the best tool for acquiring quantitative data. The reliability of latent variables was assessed using Cronbach alpha. According to Hair et al. (2014), the acceptable range for Cronbach's alpha is 0.70. The HTMT-Ratio is used to evaluate tests for discriminant validity, convergent validity, and factor loading. The HTMT-Ratio and the SEM were used to calculate variance (R²), and effect size (f²).

Results

This study used smart-PLS software to analyse the data (Ringle et al., 2020). In order to investigate and evaluate the components that had to be assessed concurrently and reliably, these studies were carried out in a measurement model. The bootstrapping technique was used to establish the degree of significance for the current studies; 205 cases for the loadings, weights, and path coefficients using

5000 randomly selected samples with replacement (Hair et al., 2018). Using the Cronbach's alpha, Composite Reliability, and Average Variance Extracted were calculated. A loading of more than 0.50 on at least two components is considered substantial (Hair et al., 2020). Table 1 shows that the current study's findings on three constructs are valid: talent development, job satisfaction, and organizational engagement, which is a combination of four dimensions: procedural justice, distributive justice, interpersonal justice, and informational justice.

Table 1: Measurement Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JS	0.784	0.985	0.887	0.642
OE	0.712	0.921	0.812	0.546
TD	0.812	0.913	0.841	0.545

The HTMT (Heterotrait-Monotrait) methodologies were used when it was established that the model convergent validity of the current inquiry satisfied the required conditions (Hair et al., 2014). The HTMT results in Table 2 showed that the discriminant validity of the model has been confirmed.

Table 2: HTMT

	JS	OE	TD
JS	0.880		
OE	0.738	0.832	
TD	0.647	0.610	0.812

According to Hair et al. (2019), R2 shows that the structural model's endogenous components explain the variance. R2 demonstrated that an effect size is considered to be small if it is less than 0.12, medium if it is between 0.13 and 0.2, and significant if it is more than 0.26 (Cohen, 1992).

Table 3: Values of R²

	R Square	R Square Adjusted
JS	0.402	0.395
OE	0.644	0.633

The SEM is calculated once the measurement model is finished. The bootstrap test technique was suggested by (Zhao et al., 2010) for mediation analysis to examine the mediating influence of OE. The bootstrapping technique was applied together with Smart PLS software for mediation analysis. The table below provides a summary of the hypothesised direct and indirect association testing results.

Table 4: Results of Structural Model

Hypothesis	Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Value	Results
Direct Effect							
H 1	TD->JS	0.588	0.595	0.093	5.270	0.000	Supported
H 2	TD->OE	0.489	0.498	0.097	3.486	0.000	Supported
H 3	OE->JS	0.390	0.391	0.098	2.243	0.001	Supported
Indirect Effect							
H 4	TD->OE->JS	0.131	0.35	0.058	2.482	0.002	Supported

Table 4 shows that job satisfaction is positively and significantly impacted by talent development. The P-value is $0.000 < 0.05$, or the t-statistics value is $5.270 > 1.96$. The initial sample value of 0.588 suggests that there was a positive correlation between JS and TD. Thus, the first theory is agreed upon. The second hypothesis, which looked into how talent development affects organizational engagement, was accepted with a t-statistic of $3.486 > 1.96$ and a p-value of $0.000 < 0.05$. Finding the relationship between organizational involvement and work satisfaction is the third hypothesis, and it was also accepted with a t-statistic of $2.243 > 1.96$ and a p-value of 0.001, which is less than 0.05. The indirect impact's P values indicate whether organizational engagement acted as a complete or partial mediator. The direct relationship between TD and JS has substantial P values (0.001). The indirect impact of TD on JS (0.002) is also noteworthy through organizational involvement. This indicates that there is no need for a mediator when the independent variable affects the dependent variable directly. Therefore, it is possible to view organizational engagement as a partial mediator between JS and TD.

Discussion

The purpose of this study was to ascertain how talent development affected workers' job satisfaction in Pakistani public hospitals located in Peshawar. This suggests that talent development—which includes things like giving workers fair compensation for their efforts, providing equal access to workplace facilities, allocating funds for departmental activities fairly, and maintaining open lines of communication between managers and staff—will have a direct impact on how satisfied workers are with their jobs. Numerous research investigations (Dzimbiri & Molefi, 2021; Mabaso, 2020) have reported a positive correlation between JS and TD.

Talent development has a substantial impact on organizational engagement. An employee's sense of satisfaction will be affected if they believe they are being treated fairly by the organization because management values their work, colleague support, and supervisor support. As an illustration, they will consistently adhere to their scheduled working hours, arriving punctually at the workplace. They will readily respond to work-related emails, chats, and phone calls without objection. Additionally, they will consistently offer assistance to colleagues and genuinely aid those in need without anticipating any form of reciprocation. It is in line with earlier research (Tetik & Halil, 2021; Ali et al., 2019), which discovered that talent development significantly raises organizational engagement.

To promote organizational engagement, it is recommended that the health sector increase opportunities for fairness in decision-making, improve care, and improve supporting facilities for office work by providing them a chance to take decisions. The outcomes also showed that JS is significantly impacted by OE. Employee morale can be raised by job satisfaction, which increases motivation to help out co-workers in need, stay engaged in office activities, and show up for meetings. Job satisfaction is positively impacted by organizational engagement, according to earlier research (Noercahyo et al., 2021).

Organizational engagement acts as a partial mediator in the relationship between JS & TD. This implies that there is a strong direct relationship between OE and JS as well as a direct impact of talent development on job satisfaction. Therefore, organizational engagement and talent development have a direct impact on job satisfaction without acting as a mediator. The most accurate indicator of job satisfaction, according to this study, is talent development. Employees who are treated properly will be more compliant with work standards and more eager to put in extra effort at work. Prior studies have shown that talent development directly improves organizational engagement (Chami-Malaeb & Garavan, 2013; Mabaso, 2020).

Limitation and future direction

This study has several limitations, such as limited resources to cover the entire health sector that provide services. Similarly, the conclusions' applicability to the larger Pakistani context was limited because the data were only obtained from public hospitals in Peshawar, Pakistan. Keeping in view, future research can be carried out in numerous employment environments, such as public and private educational institutions, banks, hospitals, hotels, and tourism. Furthermore, talent development may be studied in future by using a variety of criteria, such as self-efficacy, green innovation, organizational commitment and innovative work behaviour.

Conclusion

This study suggests that organizational engagement in Pakistani health sector is adequate in several circumstances, such as timely promotions and the development of employees' talents through various trainings. In companies where talent development may have a major influence on job happiness, it is essential to raise employees' job satisfaction. Job satisfaction is directly impacted by organizational engagement, which also acts as a mediator in the relationship between job satisfaction and talent development. It is also demonstrated that talent development leads to an increase in organizational engagement for the organization's employees. To build a dependable and committed workforce that will ultimately result in improved performance and greater job satisfaction for employees, more focus should be made on talent development. Academics and professionals in the sector can both benefit from the study's conclusions.

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