

Talent Management and Employee Retention among Doctors: Examining the Mediating Roles of Employee Engagement and Job Satisfaction in Pakistani Public Hospitals

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ABSTRACT: The retention of qualified doctors remains a significant challenge for public-sector hospitals in Pakistan. This study investigates the relationship between talent management (TM) and employee retention (ER), and employee engagement (EE) and job satisfaction (JS) are used as parallel mediating variables. The research is based on Social Exchange Theory, quantitative research, and the data collection methods used are doctors in the public sector of hospitals. The data analysis technique used is (PLS-SEM) with which the relationships proposed in the study are analyzed. The results indicate that TM is positively linked to the retention, engagement, satisfaction. In contrast, JS does not show significant direct or mediation relationships with ER, but EE as a mediating variable has significant mediation between TM and ER. These results indicate that EE is a key factor in establishing a strong link between TM and ER. The study not only enriches the literature of health care management but also has practical implications for hospital management and policymakers, highlighting professional development, advancement, organizational assistance and EE as potential instruments to enhance the retention of doctors in public sector hospitals in Pakistan.

KEYWORDS: Talent Management, Employee Retention, Employee Engagement, Job Satisfaction, Doctors, Public-Sector Hospitals, Pakistan.

Introduction

Pakistan's public hospitals are losing doctors before they can be trained. It has been estimated that 1,000 to 1,500 doctors leave Pakistan annually, and 50% to 60% of the country's medical and dental students. To attract, develop, reward, and promote desirable employees in a planned manner is known as TM, and is one of the most widely studied sets of HR practices following it (Sinisterra et al., 2024). The latest findings on public healthcare also point towards a relationship between TM and improved employee performance (Pomaranik & Kludacz-Alessandri, 2024)

It's not as obvious when it comes to talent and retention. According to Social Exchange Theory, graduates go abroad to practice medicine (Zafar, 2023). Retention has been a topic of discussion for organizations for years, and a hospital that invests in its physicians will be rewarded with positive attitudes toward work, which will, in turn, make the physician less likely to leave the hospital (Barbalet, 2017). There are two attitudes that appear throughout this literature. EE is defined as the energy and commitment people put into their work, and TM has been shown to increase it (Sinisterra et al., 2024). JS is defined as the positive judgment a worker has about their job, and it is one of the most powerful predictors of the intention to leave in the healthcare sector (Xu et al., 2024). Research conducted in Pakistan reveals that both attitudes have an impact of HR practices on retention (Shahzad et al., 2024)

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First, the research on the health sector in Pakistan has been limited to job security, compensation, and supervisor support, and TM has not been a major focus. Second, research on TM in the healthcare sector typically focuses on performance instead of retention (Pomaranik & Kludacz-Alessandri, 2024). Third, none of the studies identified test engagement and JS at the same time as mediators between TM and doctor retention in public hospitals.

In this study, these gaps have been filled. This study makes three contributions. It takes TM research from performance to retention in a high turnover environment. It employs a simultaneous test of Social Exchange Theory with two mediators, thus allowing for a comparison of each mediator's role. It also provides hospital administration and health policy makers with evidence of whether or not doctors' development and career are effective in retaining them.

Literature Review

Talent Management has a Significant Relationship with Employee Retention.

Talent management plays an important role in enhancing ER by promoting professional development, recognition, and organizational support. Luna-Arocas & Danvila-del-Valle (2024) examined the relationship between TM, ethical behaviour, and ER, highlighting the relevance of TM practices to employee outcomes. Similarly, Supi et al. (2023) explored the relationship between TM practices and turnover intention, considering perceived distributive justice and perceived organizational support as mediating factors. Furthermore, Graham et al. (2023) investigated the association between inclusive TM approaches and employee-related outcomes. Collectively, these studies suggest that effective TM practices, including identifying talented employees, providing development opportunities, and implementing appropriate reward systems, can contribute to stronger ER and reduce employees' intentions to leave their organizations. Support for this association comes from the public sector as well. Almashyakhi. (2024) examined the practices of TM and ER in this study among civil-service employees in Saudi Arabia. The results indicate that TM is relevant in the public sector, as, other than employment security, workers' retention can rely on recognition, development, and the utilization of their capabilities.

This reasoning supports H1.

H1: TM has a significant positive effect on ER.

Talent Management has a Significant Relationship with Employee Engagement

In recent years, various studies have demonstrated a positive correlation between TM and employee engagement, suggesting that organizations that identify and nurture their talent are more likely to retain their employees and motivate them to work harder and longer. The finding was supported through direct empirical approaches by Ilmiah et al. (2023), who examined TM, compensation, EE, and retention among 182 millennial employees of a state-owned company in Indonesia. It also revealed that engagement was a significant mediator between TM and ER, which may help answer the question of how an organization's investment in talent translates into the retention of employees. Sinisterra et al. (2024) systematically reviewed 43 studies. They said that TM initiatives seem to enhance the engagement of their employees. They also identified that there was no common understanding of what was meant by TM and how it is measured.

This supports H2.

H2: TM has a significant positive effect on EE.

Employee Engagement has a Significant Relationship with Employee Retention

Ali et al. (2024) investigated EE and retention in the pharmaceutical sector of Bangladesh with a sample size of 650 employees. They found that engagement plays a significant role as a mechanism between transformational leadership and ER. In particular, this relationship was significantly mediated by engagement, indicating that this relationship can be reinforced by the psychological involvement of employees through supportive and inspiring leadership. These findings make engagement an important element of organizational retention strategies and not just a measure of employees' enthusiasm. Hidayat and Khajar (2025) examined the factors related to employee engagement, retention, and performance of 60 employees in district offices, Indonesia. In their findings, they found that employees who are more engaged in their lives are more likely to stay in their workplace. This study offers direct empirical evidence for the engagement–retention relationship in a public-sector environment. These studies indicate that in the pharmaceutical, public administration, and business process outsourcing sectors, engagement is linked to higher retention rates. Engagement can relate supportive organizational experiences to employees' intent to stay and can serve as a direct predictor of intent to stay.

H3: EE has a significant positive effect on ER.

Employee Engagement Mediates the Relationship between Talent Management and Employee Retention

Complementary evidence was provided in a qualitative study by Hassanein and Özgüt (2022), who interviewed 37 hotel managers in the Middle East. They noted that proper talent-management practices have the potential to increase EE and satisfaction, and a lack of investment in talent practices may lead to loss of qualified staff. This study provides conceptual support for the proposed mediation mechanism, but cannot test the mediation in a statistical way because the study was qualitative. To support the mediation relationship proposed. Maqfirah et al. (2024) conducted a study on 168 employees at hospitals in North Aceh, Indonesia. They applied structural equation modelling and the Sobel test to identify that EE was significantly affected by TM at the workplace, which in turn had an effect on retention at the workplace. The direct TM-retention relationship was not significant, but the results endorsed an indirect relationship between TM and retention via engagement. This implies that TM programs can play a role in retention if their employees see them as a valuable organizational support that helps build their engagement. Imam et al. (2026) studied TM's relationship with state-owned banks' retention intention. According to the mediation analysis that they reported, EE completely mediated this relationship. This discovery aligns with the notion that TM activities can help raise employees' intent to stay with a greater sense of engagement. Retention intention, however, is more about employees' self-reported retention intentions, not actual retention. Therefore, it can be hypothesized that

H4: EE mediates the relationship between TM and ER.

Talent Management has a Significant Positive effect on Job Satisfaction

The recent research indicates that there is evidence of a positive correlation between TM and job satisfaction. Talent-management practices significantly affected employees' JS (Danarilia & Rosari, 2025). Manimaran et al. (2025) gathered two-wave data from 395 workers in the manufacturing sector in the southern region of India. TM dimensions such as recruitment strategy, acquisition, engagement, development, and retention were all significantly positively associated with job satisfaction. The findings confirm that TM is a continuum of development activity instead of a standalone development activity. Indrati et al. (2025) investigated the practice of TM among 62 manufacturing employees using PLS-SEM. Their study revealed a positive correlation between practices of

recruitment, management support, career management, JS, and compensation. The small sample size and the discrepancies between some of the reported confidence intervals and the decisions made about the significance of the hypotheses, however, suggest that the results should be interpreted with some caution. Supportive evidence has been provided by Shahzad et al. (2024) based on the education sector in Pakistan, which revealed a strong relationship between strategic HR practices and job satisfaction.

H5: TM has a significant positive effect on JS

Job Satisfaction has a Significant Positive effect on Employee Retention

Aseanty et al. (2025) studied a sample of 150 employees at PT Pos Indonesia and concluded that the level of employee satisfaction has a significant and positive impact on ER. They found that workers who have a positive perception of their employment are more likely to stay in their company. Molina et al. (2025) studied 99 individuals from the information-technology profession in the Philippines and found significant relationships between dimensions of JS and retention. Overall, both compensation and career and supervisory support had the strongest associations and were indicative of satisfaction with employment experiences. Aristiani and Nasution (2026) conducted a study on the relationship between JS and turnover intention among 244 employees, which revealed strong relationships between them. Their findings suggest that satisfaction is one of the attitudes that is important for retention, but intention to stay needs to be distinguished from employees' subsequent observed employment behavior. These results are taken together to suggest that there is a positive association between JS and retention of employees in the various organizational contexts. Based on this, the following hypothesis is put forward:

H6: JS has a significant impact on ER.

Job Satisfaction Mediates the Relationship between Talent Management and Employee Retention

JS plays an important mediating role in the relationship between TM and ER. Mathur & Srivastava (2024) examined 200 employees working in private banks and identified a significant indirect relationship between TM practices and ER through JS. Their findings suggest that effective TM practices can strengthen ER by improving employees' satisfaction with their jobs. Similarly, Alrianti and Ekhsan (2024) conducted a study involving 90 employees from electronics companies using Smart PLS and found that JS significantly mediated the relationship between TM and ER. This indicates that employees who perceive organizational investment in their professional growth and development are more likely to experience greater JS and demonstrate stronger intentions to remain with their organizations. Furthermore, Setyagraha and Firdaus (2025) provided additional evidence supporting the mediating role of JS in the relationships between job training, career development, rewards, job motivation, and ER. Although their study did not examine TM as a single comprehensive construct, its findings highlight the importance of practices commonly associated with TM. Collectively, these studies suggest that TM may influence ER not only directly but also indirectly by enhancing employees' JS and overall work experiences.

The evidence thus serves as a basis to test the following mediation hypothesis:

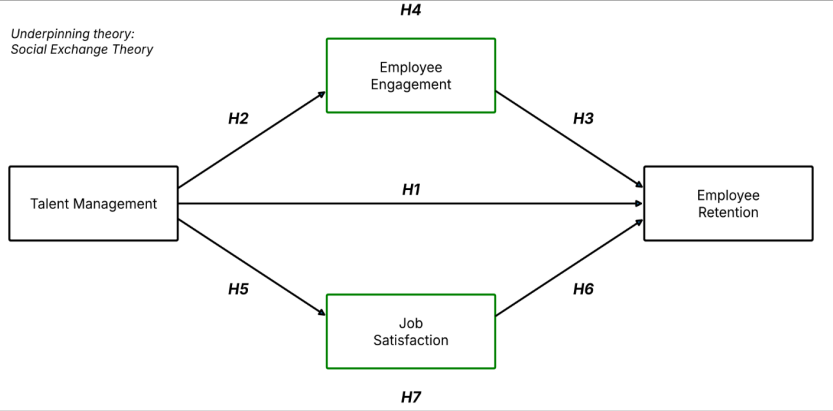
H7: JS mediates the relationship between TM and ER.

Theoretical Background

Social Exchange Theory (SET) holds that work relationships are exchanges: one party's favorable treatment creates an obligation for the other to reciprocate (Blau, 1964). Applied to employment, when an organization invests in its people, employees return the favor through positive attitudes and behavior, including staying. SET is the dominant lens in this field. A systematic review of 43 studies on TM, engagement and turnover intention found that about

60% of them were grounded in SET (Sinisterra et al., 2024). This study uses SET for the same reason: a hospital that develops and rewards its doctors signals that it values them, and doctors answer with greater engagement, higher satisfaction, and a stronger intention to stay.

Figure 1
Theoretical Framework



Methodology

The quantitative research method is used to investigate the relationship between TM and ER and to investigate employee engagement and JS as parallel mediating variables for this study. The study abounds medical doctors working in public-sector hospitals as the target population. The study sample consists of 280 doctors working in the public-sector hospitals. The respondents include medical professionals who are closest to the practices of hospital management and are able to give relevant information on TM, EE, JS, and ER. The questionnaire consisted of two main sections. The first section gathered demographic and professional data of the respondents, while the second section comprised items measuring the four constructs in the research framework. The materials collected emphasized gathering the perspectives of physicians who had direct experience with the organization of health services and working conditions in public-sector hospitals.

Table 1
Measurement Instrument

Construct	Abbreviation	Number of Items	Adopted From
Talent Management	TM	5	(Koranteng, 2014)
Employee Engagement	EE	6	(Banhwa, 2014)
Job Satisfaction	JS	3	(Moqbel et al., 2020)
Employee Retention	ER	3	(Kyndt et al., 2009)

Data Analysis

PLS-SEM has been recommended for research models with multiple latent variables and mediating variables because it provides simultaneous estimation of direct and indirect effects (Hair et al., 2013; Sarstedt et al., 2022). Moreover, PLS-SEM is especially appropriate for prediction-oriented research and prediction models that involve relatively small or moderate sample sizes, because its application does not require strict assumptions of normal distribution of data. The current research aims to look at the direct effect of TM on ER and parallel mediation effects of EE and JS. The research model is that the positive effect of TM is on EE and JS, which in turn have a positive effect on ER. The model is based on Social Exchange Theory, which is used to explain how an organization's investment in employees

can foster positive attitudes and increase their desire to stay in the organization. A total of 280 doctors from public-sector hospitals were selected, and data were analyzed using PLS-SEM to assess the relationships proposed. The analysis consisted of evaluating the measurement model to assess the reliability and validity of the constructs and the evaluation of the structural model to assess the hypothesized direct and mediating relationships. PLS-SEM can estimate multiple relationships at the same time, so it is suitable for the proposed research model (Hair et al., 2019)

Results

To assess the reliability and validity of the constructs of the study, the measurement model was examined prior to examining the structural relationships. Assessment comprised indicator loadings, Cronbach's alphas, composite reliability, average variance extracted (AVE), and discriminant validity. The internal consistency reliability of the scales was evaluated through Cronbach's alpha and composite reliability scores, and scores above 0.70 were considered acceptable (Hair et al., 2017). The convergent validity was analyzed by using the AVE, and the discriminant validity was analyzed by using the Fornell–Larcker criterion (Fornell & Larcker, 1981). The analysis shows that the four constructs, namely TM, EE, JS, and ER, all have good internal consistency reliability and convergent validity.

Construct Reliability and Validity

The reliability and validity of the constructs were examined to check the validity of the measurement model. The internal consistency reliability was tested using Cronbach's alpha, and the composite reliability was tested by average variance extracted (AVE) (Hair et al., 2017). All constructs show good reliability as indicated by Cronbach's alpha and composite reliability values above the recommended level (0.70), as presented in Table 2. The same applies to the other constructs, where the AVE values are greater than the floor value of 0.50, indicating the reliability of the constructs. The internal consistency of the constructs is generally good, as evidenced by a Cronbach's alpha of 0.919 and composite reliability values of 0.920 (ρ_a) and 0.937 (ρ_c) for EE. AVE = 0.712 means that the construct accounts for 71.2% of the variance in the construct indicators. The reliability of all items in the model was satisfactory for all scales, with Cronbach's alpha of 0.868 for ER and composite reliability of 0.868 (ρ_a) and 0.919 (ρ_c). This value of AVE is 0.791, which indicates that there is a significant variance in the indicators that are explained by the construct. Similarly, the Cronbach's alpha of JS is 0.864, and the composite reliability values are 0.867 (ρ_a) and 0.917 (ρ_c), which shows that the instrument has acceptable internal consistency, and an AVE value of 0.786, which indicates the instrument has acceptable convergent validity. TM has a Cronbach's alpha of 0.923 and composite reliability values of 0.932 (ρ_a) and 0.942 (ρ_c), which is very good in terms of reliability. The AVE value of 0.766 suggests that it can account for 76.6% of the variance in the measurement items. In general, these results show that the four constructs have met the recommended criteria in terms of internal consistency reliability and convergent validity.

The Fornell–Larcker criterion was used to test the discriminant validity of the constructs, which means that the square root of the AVE for each construct must be greater than the correlation with other constructs (Fornell & Larcker, 1981). As shown in Table 3, the square root AVE values of EE (0.844), ER (0.889), JS (0.887), and TM (0.875) are higher than the respective correlations with the other constructs. The highest correlation of TM is, for example, with ER at 0.652, which is below the square root of its AVE (0.875). Likewise, the highest value of the correlation of EE is 0.650 with TM, which is still lower than the square root of AVE (0.844). The results suggest that each construct has more variance with its own measurement indicators than with other constructs, which supports discriminant validity based on the Fornell–Larcker criterion. The outer loadings of the measurement items were used to determine the reliability of the indicators (see Table 4). The results showed that the outer loadings of

all 17 indicators were greater than the recommended threshold of 0.708, which means that all indicators have satisfactory indicator reliability (Hair et al., 2019). The numbers for the outer loadings of the six measurement items in the EE are between 0.815 and 0.860. There are three indicators of ER, with loadings between 0.882 and 0.895; three indicators of JS, with loadings between 0.872 and 0.902. Likewise, five measurement items of TM have outer loadings ranging from 0.813 to 0.947. The results showed that the measurement items have acceptable reliability and have a good level of representing their constructs. Therefore, all 17 indicators were retained for further analysis.

Figure 2
Measurement Model

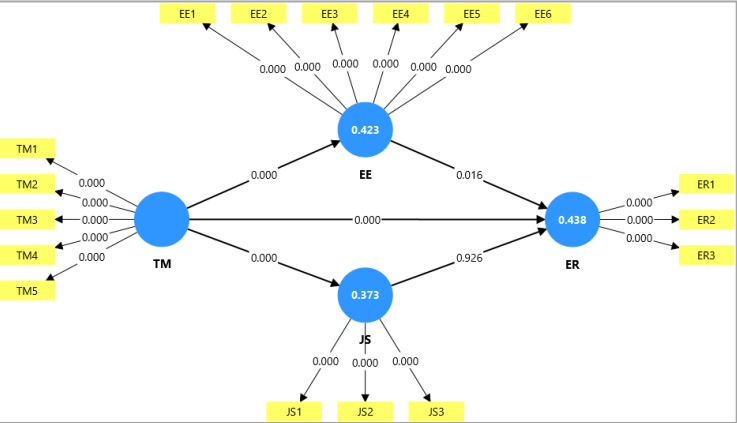


Figure 3
Structural Model

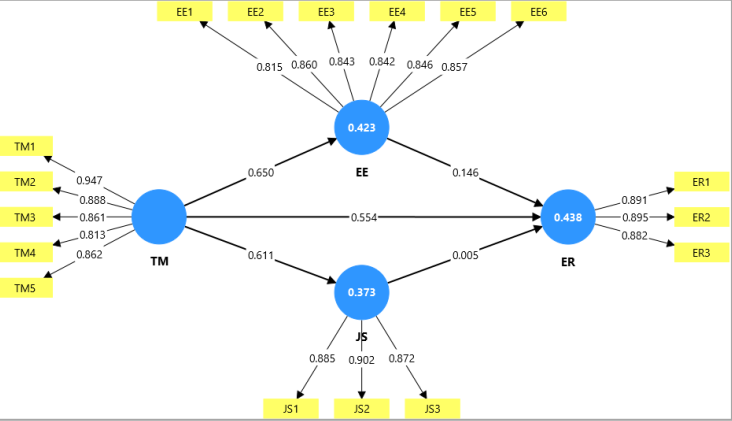


Table 2
Construct Reliability & Validity

Constructs	No of Items	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Employee Engagement	6	0.919	0.920	0.937	0.712
Employee Retention	3	0.868	0.868	0.919	0.791
Job Satisfaction	3	0.864	0.867	0.917	0.786
Talent Management	5	0.923	0.932	0.942	0.766

Table 3*Discriminant Validity (Fornell-Larcker Criterion)*

Construct	EE	ER	JS	TM
EE	0.844			
ER	0.508	0.889		
JS	0.366	0.397	0.887	
TM	0.650	0.652	0.611	0.875

Acronyms: EE: Employee Engagement, ER: Employee Retention, JS: Job Satisfaction, TM: Talent Management

Table 4*Loadings, Cross Loadings*

Items	EE	ER	JS	TM
EE1	0.815			
EE2	0.860			
EE3	0.843			
EE4	0.842			
EE5	0.846			
EE6	0.857			
ER1		0.891		
ER2		0.895		
ER3		0.882		
JS1			0.885	
JS2			0.902	
JS3			0.872	
TM1				0.947
TM2				0.888
TM3				0.861
TM4				0.813
TM5				0.862

Hypotheses Testing

Table 5*Hypothesis Testing*

Relationships	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Path Coefficient β	Result
TM -> ER	0.652	0.653	0.034	19.136	0.000	0.652	ACCEPT
TM -> EE	0.650	0.651	0.030	21.432	0.000	0.650	ACCEPT
EE -> ER	0.146	0.147	0.061	2.410	0.016	0.146	ACCEPT
TM -> EE -> ER	0.095	0.096	0.040	2.362	0.018	0.095	ACCEPT
TM -> JS	0.611	0.611	0.036	16.752	0.000	0.611	ACCEPT
JS -> ER	0.005	0.007	0.057	0.094	0.926	0.005	REJECT
TM -> JS -> ER	0.003	0.004	0.035	0.093	0.926	0.003	REJECT

PLS-SEM was used for the analysis of hypothesized direct and indirect relationships between (TM), (EE), (JS), and (ER). The statistical significance of the proposed relationships was evaluated using the bootstrapping procedure. The hypotheses were tested with the path coefficients, t-statistics, and the p-value at the 5% level of significance. The

results of the direct and indirect relationships are shown in Table 5. The results show that the general relationship between TM and ER is positive and statistically significant at the level of $\alpha = 0.001$ with a significance value of $t = 19.136$ and $\beta = 0.652$. From this result, it can be inferred that there is a positive relationship between effective TM practices and doctors' retention in public-sector hospitals. This is in line with the study conducted by Mathur and Srivastava (2024) that TM practices have a positive relationship with ER. The TM and EE were determined by the positive and significant relationship ($\beta = 0.650$, $t = 21.432$, $p < 0.001$), thus supporting H2. The discovery suggests that there is a positive relationship between TM and doctors' engagement in their professional duties. The result is consistent with Sinisterra et al. (2024), who identified a positive association between TM practices and EE through a systematic review of previous research.

Mediation Analysis

The result shows that the relationship between TM and ER is partially mediated by EE ($\beta = 0.095$, $t = 2.362$, $p = 0.018$). The 95% confidence interval for the indirect effect, which is obtained via the bias-corrected approach, is (0.017, 0.173) and does not contain 0, further corroborating the significance of the indirect effect. Consequently, support was given to H4. Findings indicate that TM is related to ER in part because it leads to higher EE. These findings align with those of Maqfirah et al. (2024), who found that EE had a significant mediating effect between TM and retention in a hospital organization. The discovery also supports the theoretical explanation, according to the Social Exchange Theory, that positive attitudes of employees are linked to positive responses from the organization and vice versa. On the contrary, the mediating effect of JS in relation to TM and ER was not statistically significant ($\beta = 0.003$, $t = 0.093$, $p = 0.926$). The bias-corrected 95% confidence interval is from -0.063 to 0.074, which contains 0. As such, H7 did not receive support. The finding suggests that TM is positively related to JS; however, JS was not significantly associated with ER in the current model. The findings contradict those of Mathur and Srivastava (2024) and Alrianti and Ekhsan (2024), who concluded evidence of the mediating effect of JS in other organizational contexts. In general, the findings indicated that EE is found to be a significant mediational variable between TM and ER, while JS did not show a statistically significant mediational role. The results underscore the need to consider EE rather than JS when exploring the psychological mechanisms of physicians' retention in Public-sector hospitals. The results further revealed that there was a positive statistically significant relationship between EE and ER ($\beta = 0.146$, $t = 2.410$, $p = 0.016$), thus supporting H3. This finding suggests that doctors who demonstrate greater engagement in their professional roles are more likely to express favorable retention-related attitudes. The result aligns with the previous healthcare study conducted by Maqfirah et al. (2024), which formulates the significance of EE in reinforcing ER. In addition, the relationship between TM and JS was positive and statistically significant ($\beta = 0.611$, $t = 16.752$, $p < 0.001$); hence supporting H5. Based on this finding, it can be concluded that there is a positive relationship between the implementation of TM practices and JS of doctors. This result fits with the study of (Alrianti & Ekhsan, 2024). However, the relationship between JS and ER was positive but not statistically significant ($\beta = 0.005$, $t = 0.094$, $p = 0.926$). Thus, H6 was not supported. The result shows that JS failed to have an independent statistically significant relationship with ER when controlling for the other factors included in the proposed model. The findings are contrary to Mathur and Srivastava (2024), who found a strong connection between JS and ER in banking companies. The difference indicated that the relative significance of JS could be different in organizational and occupational settings.

Discussion

This study investigated the relationship between TM and ER with two mediators, namely, EE and JS, among doctors in public sector hospitals. The results of the study advance the understanding of the relationship between TM practices and ER. Based on Social Exchange Theory (Peter, 1964), this study examines the relationship between the employee and the organization relationship. The findings showed that there was a significant positive total effect of TM on ER ($\beta = 0.652$, $p < 0.001$), which means that the effective implementation of TM practices resulted in a positive effect on doctors' intention to stay. The result is similar to that of Mathur and Srivastava (2024) and Maqfirah et al. (2024), who found a positive correlation between TM and ER. Additionally, TM had a significant effect on EE ($\beta = 0.650$; $p < 0.001$), confirmed by the study of Sinisterra et al. (2024). Similar to Maqfirah et al. (2024), EE had a significant positive correlation with ER ($\beta = 0.146$, $p = 0.016$). The results indicate that organizational investment in professional development, recognition, and career opportunities can enhance the engagement and commitment of doctors to stay in their institutions. The mediation analysis showed that the influence of TM on ER was mediated by EE ($\beta = 0.095$, $p = 0.018$). This result is consistent with the findings of Maqfirah et al. (2024), which involve a positive relationship between good organizational practices and EE and retention intentions, and it is in line with findings from Social Exchange Theory. Further, the TM was found to have a significant positive relationship with JS ($\beta = 0.611$, $p < 0.001$), which was in line with Alrianti and Ekhsan (2024), indicating that TM is related to an increase in JS. But JS was not significantly associated with ER ($\beta = 0.005$, $p = 0.926$). Likewise, the mediating effect on the relationship between TM and ER was not significant ($\beta = 0.003$, $p = 0.926$). The results are different from those obtained by Mathur and Srivastava (2024) and Alrianti and Ekhsan (2024), who found that there were significant relationships between JS and ER. This may be because the working practices and professional roles of consultants in public-sector hospitals can vary, and so can the opportunities for career progression, policies, and professional commitments. Overall, the findings highlight the different roles of EE and JS in explaining ER. TM had a positive relationship with both EE and JS, but only EE was a significant mediator. The study therefore expands Social Exchange Theory to the Public Healthcare Industry and highlights the role of TM and EE in explaining doctors' retention intentions.

Conclusion

This study investigated the relationship between TM and ER using the mediating role of EE and JS between the two, and analyzed the data from 280 doctors in public-sector hospitals. The findings were supported by Social Exchange Theory and showed that TM had a significant positive total effect on ER, while being positively related to EE and JS. While JS did not have a significant direct relationship with ER nor a significant mediating effect on the relationship between TM and ER, EE did have a significant influence on ER. These findings indicate that JS has a lesser effect than EE on doctors' retention intentions, and that EE is used as a stronger predictor of the TM relationship with the intention to stay.

These results offer valuable information about the psychological processes involved in the impact of TM on the intention to retain among doctors in the public sector hospitals. The significant correlation between TM and ER proves that appropriate practices of talent management could help increase doctors' desire to stay in their organization by creating a supportive working environment, professional recognition, and career development opportunities. However, the differential mediating effects of EE and JS point out that it is necessary to differentiate between employees' emotional commitment to work and job satisfaction. The significant effect of EE on ER proves that the emotional experiences of doctors play a particular role in the process of making the decision whether to continue their activities in the current organization. If talent management practices result in positive emotional experiences, professional recognition, and organizational support, then doctors will develop strong emotional ties

with their workplace and will have a higher intention to stay. On the other hand, the non-significant direct and mediating role of JS indicates that job satisfaction, on its own, may not be an adequate explanation of the association between talent management and retention intentions in this scenario. The doctors might feel contented with various aspects of their jobs at the same time they consider switching careers because of the workload, poor career advancement, inadequate resources, or good prospects in some other place. Based on the social exchange theory, this means that retention intentions may be related not only to how the employees evaluate their jobs but also to how they appreciate the emotional benefits provided by the organization. Hence, it is necessary for hospital managers to develop talent management programs that will increase the emotional involvement of the doctors in the organization. These can be recognition programs, clear promotion rules, professional growth opportunities, reasonable workload, and supportive leadership. Thus, in summary, the results indicate the significance of taking into account emotional processes in developing retention strategies.

Practical and Managerial Implications

The findings have significant implications for hospital administrators, human resource managers, and healthcare policymakers who are interested in enhancing ER in public-sector hospitals. The positive relationship between TM and ER highlights the importance of implementing effective TM practices, including professional development programs, transparent career advancement opportunities, recognition, and organizational support. Moreover, the substantial role of EE in the relationship between the other variables implies that hospital bosses should build a supportive atmosphere for doctors by engaging them in decision-making, affirming their work, developing professional skills, and improving communication between doctors and hospital management. While TM has a significant impact on JS, the lack of a significant relationship between JS and ER suggests that JS is not enough to influence ER intentions. Hence, hospital leaders need to implement integrated TM strategies with a focus on EE as well as JS to ensure the professional commitment and continued participation of doctors within the public healthcare system.

Furthermore, healthcare policymakers need to realize that physician retention is a complex organizational problem that requires interventions that go beyond traditional human resource management activities. Public sector hospitals need to have routine procedures for evaluating physicians' working environment, emotional exhaustion, professional expectations, and intention to leave. Employee satisfaction surveys, feedback mechanisms, and exit interviews will enable hospital administration to understand organizational problems and implement evidence-based retention policies. Specific attention needs to be paid to factors like overloaded workload, understaffing, lack of autonomy, medical equipment, and work-life balance that might affect emotional well-being and the retention rate of physicians.

Moreover, hospital management needs to develop a long-term talent management strategy that will combine personal career goals of physicians with the objectives of the organization. Mentoring programs, leadership development, specialization options, and equal access to training will allow physicians to view their hospitals as institutions that facilitate their career development. Performance evaluation procedures and equal treatment will improve relations between doctors and hospital management. However, these strategies need to be adapted to the specific conditions of particular hospitals. From a policy perspective, the health care agencies should ensure that indicators related to retention are incorporated in hospital performance appraisal systems. These indicators could be staff turnover, professional development, organizational support, and doctors' psychological well-being. Evaluation of this kind would help policymakers understand whether any talent management initiatives are resulting in tangible

changes. The combination of organizational change and evaluation would help public hospitals come up with sustainable approaches for managing their staff.

Limitations and Future Research Direction

Despite its contributions, the present study has certain limitations that provide opportunities for future research. First, the cross-sectional research design does not allow the determination of causal relationships between TM, EE, JS, and ER. Longitudinal designs might be used in future studies to investigate these relationships over time. Secondly, the study only included 280 doctors from public-sector hospitals, potentially limiting the findings' applicability to private hospitals and other health care workers. A larger and more diverse sample size should be included across various health care centers in future studies. Third, common method bias may be present in the self-reported questionnaire data, and self-reported ER behavior may not accurately capture actual ER behavior. A combination of survey responses with employment records and qualitative interviews could be used in future studies. Furthermore, other constructs like organizational commitment, leadership style, workload, salary, job security, and perceived organizational support can be explored in future studies. Future studies might examine other mediating and moderating variables in order to gain a deeper understanding of ER in the healthcare industry. The study itself has been done in a certain organizational and geographic context, which could affect the perception of doctors regarding talent management as well as their intentions to stay in their organizations. Different resources, administration, hiring policies, as well as conditions for health care in different regions could result in different associations between variables under consideration. Thus, future research could include comparative analysis of various provinces, health care systems, as well as organizational contexts to see whether the results of this particular study could be generalized to other settings. Also, there was no consideration of possible variations related to demographic and professional characteristics of doctors. Thus, such factors as age, gender, specialization, number of years of experience, and hiring policy could affect the perception of doctors regarding talent management as well as their future career intentions.

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