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## Mediating Role of Organizational Justice between Talent Management and Employees' Retention

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**Abstract:** *The primary objective of this study was to conduct an empirical examination of the mediating function of organizational justice in the relationship between several aspects of talent management and employees' retention. The study employed a quantitative approach by utilizing a survey methodology to collect data from doctors working in Government hospitals, with the aim of testing the study hypothesis. The survey consisted of 265 questionnaires that were sent both online and by direct contact with the investigation respondents, who were doctors. The present study utilized structural equation modeling to investigate the impact of succession planning and talent development on employees' retention. Our study also provides empirical evidence of the partial mediation between succession planning and employees' retention, as well as between talent development and employees' retention, through the mediator organizational justice. The existing learning structured the critical elements that keep the association alive as mediating variable. The examination of talent management and justice serves as a viable approach to effectively address the motivating behaviors exhibited by doctors in the region of Khyber Pakhtunkhwa. Furthermore, this study has the potential to provide valuable insights for the health sector in other developing nations.*

**Key Words:** Employees' Retention, Talent Management, Organizational Justice

### Introduction

Employees have consistently played a crucial role in organizations, and their significance is expected to persist in the future. In other terms, they are commonly known as the vital component of an organization (Kossivi et al., 2016). Employee retention is a prevalent challenge faced by contemporary organizations. The organization is currently encountering a deficit of qualified workforce, a significant turnover rate among staff, and an inability to maintain consistent economic growth. Undoubtedly, as highlighted by Deery and Jago (2015) and Lewis (2010), it is imperative for all stakeholders to address the issue of excessive staff turnover resulting from cost-related factors.

The contemporary global economic landscape has demonstrated an increased prevalence of organizations encountering challenges in staff retention (Kaya & Ceylan, 2014). The retention of employees is a crucial determinant of organizational performance. The significance of essential personnel in attaining organizational objectives and performance has been demonstrated to corporate managers through market realities and competition. Numerous organizations have shifted their attention towards implementing staff-centric strategies aimed at ensuring employee loyalty, dedication, and most importantly, mitigating the probability of employee turnover (Owolabi & Adeosun, 2021).

To handle the hard organizational challenges in the competitive environment, the organization meaningfully attached to use, employ and keep the talented workforce. For sustainability of any organization talent management practices used as a calculated tool to hire, advance and keep the extraordinary talented workforce (Akram et al., 2020). Employees work as a team for maximum span of

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time definitely like active functioning conditions, requisite connections with seniors, profitable succession planning and extraordinarily firm organizational knowledge and practice (Muindi & Obandi, [2016](#)).

Employee retention is a crucial factor for organizations seeking to gain a competitive advantage, as human resources represent a valuable asset for organizations on a worldwide scale. One potential strategy is to maintain the existing personnel, since this can lead to many benefits such as decreased hiring expenses, minimized disruptions in production, and other advantageous outcomes (Fatima & Naseem, [2019](#)).

According to Naseer et al. ([2018](#)), the presence of organizational support and work satisfaction has been found to be associated with reduced turnover rates, increased production levels, and enhanced employee retention within the organization. To keep the skilled and talented workforce is very difficult in competitive surroundings.

Another research study investigated the mediating relationship between supervisor support, organization commitment and employee retention in pharmaceutical sector of Pakistan and found the positive relationship between study variables, Organization commitment revealed positive impact on job satisfaction and employee retention, supervisory support showed positive effect on job satisfaction and employee retention (Naseer et al., [2021](#)).

To preserve their long-term viability and sustain their competitive advantage in the marketplace, organizations must have a systematic approach to address their need for skilled personnel. Although many titles such as Talent Management, Talent Strategy, Human Capital, and Succession Management may be used, they essentially refer to the same concept. In order to achieve success, it is important for an organization to possess a comprehensive integrated system wherein all components of the system exhibit interactivity with one another.

Since its inception in 1997 by the McKinsey group, the concept of "the war for talent" has garnered significant attention from both academics and professionals, leading to an increased interest in the field of talent management (Lewis & Heckman, [2006](#)). The prioritization of talent management has gained global recognition among organizations due to the recognition of its significance and its impact on organizational success (Cascio & Boudreau, [2016](#)). In the contemporary global landscape, maintaining productivity while simultaneously minimizing costs has become paramount. Consequently, the selection, recruitment, and retention of employees have emerged as crucial determinants of organizational performance (Cakar, [2018](#)).

In a study conducted by Chepkwony (2012), the author focused on investigating the relationship between talent management practices, succession planning, and corporate strategy within the commercial banking industry in Kenya. The findings of the study demonstrated a significant association between talent management practices, succession planning, and corporate strategy among a representative sample of banks in Kenya. It has been observed that banks have opted to utilize training and career development programs as a means of keeping skilled and high-performing workers. The study conducted by Eshiteti et al. ([2013](#)) aimed to investigate the effects of succession planning programs on staff retention in the sugar industry of Kenya. The researchers observed that succession planning programs have been recognized as influential elements in staff retention, mostly due to their ability to provide possibilities for employee growth and enhance job satisfaction.

Organizational justice plays vital role and put firm effect on talented workforce. Organizational justice has strong connection with numerous variables and has a primary interest to several scholars. Previous research has demonstrated that organizational justice is associated with various physiological outcomes within the organizational context (Asplund, [2020](#)). When talented workers feel that they are getting rewards with respect to their efforts and inputs for the organization then surely they should retained within the organizational setting. The retention chances of talented workforce increased when they feel the justice system in the organization (Daruka & Padar, [2020](#)).

Ghasi et al. ([2020](#)) conducted a study to examine the views and determinants of organizational justice among health professionals in academic hospitals located in South-east Nigeria. The findings of the study



revealed that the participants generally had moderate to high perceptions on several dimensions of organizational justice.

The present study explores the theoretical framework of social exchange theory to establish a connection between talent management and various factors, namely the emotional agreement gap, observed organizational fairness, and employment happiness. The relationship in question has been previously investigated in research undertaken by Gallardo–Gallardo et al. (2015), Gelens et al. (2013), and Narayanan et al. (2019). The SET (Social Exchange Theory) framework is employed to predict the degrees of workers' outcomes, such as worker commitment, motivation, and intent to stay. This idea emphasizes the need of implementing social justice practices and providing incentives to retain employees, which can lead to behavioral changes in both management and subordinates. These changes can result in increased learning and improvement of working knowledge and operational abilities.

This learning seeks to investigate the effect of various aspects of talent management on employee retention, as well as the potential intervening part of organizational justice in the connection among talent management factors and employee retention. Narayanan et al. (2019) proposed model among talent management and employee retention by organizational justice as mediator and our study work on the above research gap by applying different tools to test the model empirically. The work of Gohar and Qureshi (2021) highlighted the need of in depth investigation of talent management with reference to employees' retention along with the mediating role of organizational justice. This research work followed the gaps from the above scholarly work by incorporating the facets of talent management with mediating role of organizational justice in connection to employees' retention.

### Objectives of the Study

- To examine association between “talent management”, organizational justice and employees' retention in perspective of Public Sector Hospitals in KP, Pakistan.
- To investigate the cause & effect of Talent Management and Organizational Justice on Employees' Retention in Perspective of Public Sector Hospitals KP, Pakistan.
- To find out the intervening function of organizational justice linkage “between employees' retention and talent management” in Public Sector Hospitals in KP, Pakistan.

### Research Questions

- Is there any connection between talent management, organizational justice and employees' retention?
- Is there an impact of talent management and organizational justice on employees' retention?
- Is there any mediating effect of organizational justice on connection between talent management and employees' retention.

### Significance of the Study

This work expands on factors such as talent acquisition, succession planning, and staff retention. This paper recognizes a mediating component that adds to the talent management framework and employee retention. This effort expanded the theoretical working framework for social science research. The importance of this study is that it will look at the perspectives of doctors from Public Sector Hospitals, Khyber Pakhtunkhwa on talent management, organizational justice, and employee retention. This research may be useful in providing realistic ideas to the administration of the Public Sector Hospitals in Khyber Pakhtunkhwa, Pakistan, in order for them to take ensured beneficial activities regarding the research concerns under consideration.

### Literature Review

#### Talent Management

Talent management consists of guidelines and processes outlined for acquisition, growth compensation and maintenance of worthy workers having a blend of excellent knowledge, expertise, conduct, practicality and potential that are vital for the achievement of an organization (Jarvi & Khoreva, 2020). Talent

management is a continual method and comprises of talent pool identification, attraction, development of workforce, association and maintenance of top talent of organizational domain and also strengthens the skills of talented workforce to get competitive edge (Valverde et al., 2013). Talent management is a set of functions consist of recruitment and selection, growth and keeping of talented workforce to execute critical tasks in the organizational domain (Tatoglu et al., 2016).

Talent acquisition is the practice to recruit and select the best talent for the advancement and objectives of the organization (Kaleem, 2019). Talent acquisition is the initial move towards talent management practices in the organization and guarantees the supply of sufficient talent in the course of characteristics and amount. Talent acquisition is an organized application to point out, influence and hire the vital and useful talent to achieve organizational objectives effectively and efficiently and provide competitive advantage in the business surroundings (Mohan & Sameer, 2014).

Succession planning is the procedure of acknowledging and building suitable workforce to convert valuable individuals within the organization due to the retirement of vital worker (Chitsaz & Boustani, 2014). Succession planning is an organized process of pinpointing the key places in the organization, assessment and selection of competent successors and give them proper training with different required skills and cognitive drive to adjust in upcoming situations (Owolbi & Adeosun, 2021).

Talent development is a practice of increasing the knowledge, skills and expertise of talented workforce performing duties on key positions in the organizational domain. The main focus of talent development in the preparation, selection and proper implementation of developmental practices for complete talent pool to assure that organization has the required supply of talented workforce to get the desired objectives (Panda & Sahoo, 2015).

Talent engagement is one of the valuable aspect of any organization to make sure that the organization must keep engagement between workers to make sure that the organization surely get productive performance and constructive results (Rani & Reddy, 2015). Talented workers want to retain in the organizational domain if they feel engagement and showed satisfaction and commitment towards the organization (Kumar & Swetha, 2011).

## Organizational Justice

Organizational justice is the consideration and observation of workers for organizational procedures of equity, methods of distribution of output, setting inspirational objectives and distribution of encouragement (Mengstie, 2020). Justice is an observation of an individual or group about equity of management acquired from an organization and revealed physiological feedback to such examinations. Justice refers to the impartiality of equitable in the organization which is connected to both actions and conduct (Ghasi et al., 2020).

Distributive justice mentioned as impartiality and fair play in the results such as likelihood of growth or economic interest. Quality of distributive justice are best mirrored as giving moral encouragement for the succeeding procedures and classify that impact the allotment of economic arrangement and difficulties in society (Abbasi et al., 2018).

Procedural justice has been connected to the processes used by the management in building the end conclusions for the accomplishment of workers. Procedural justice is a valuable element in the fairness process to influence the workforce to reveal encouraging actions and boost job connected achievement. Procedural justice debates the workforce insight of uprightness, morality, loyalty of managerial selections and impartiality (Konradt et al. 2017).

Interactional justice refers to the amalgamation of two distinct elements of justice, namely interpersonal and informational justice. It emphasizes the notion that individuals' perceptions of fairness are influenced by these two factors. Interpersonal justice encompasses the concepts of dignity and the value that workers derive from their interactions with authorities. On the other hand, informational justice pertains to the provision of relevant information regarding events that have an impact on the workforce. The concept of interactional justice pertains to the significance of employing systematic approaches in the



acquisition of organizational decisions, as well as the subsequent processes entailed in the dissemination of these decisions (Cropanzano et al., 2002).

## Employees' Retention

Employee retention refers to the capability of an organization to effectively keep its workers and mitigate employee turnover (Eshiteti et al., 2013). Employee retention refers to the strategic effort made by an organization to retain its staff for an extended duration. Retention refers to the deliberate actions undertaken to minimize the departure of skilled employees (Chiboiwa et al., 2010).

Job satisfaction refers to the psychological state experienced by employees when they perceive that the organization recognizes and values their accomplishments (Colquitt et al., 2015). According to Gkolia et al. (2014), job satisfaction is predominantly influenced by the office environment and managerial practices. Job satisfaction mentions to the assessment of an entity's job responsibilities and the overall offerings provided by their organization, with the aim of achieving personal objectives. Job satisfaction is a favorable outcome that arises from an individual's evaluation of their own exertion (Matuga & Bula, 2021).

Job involvement refers to the psychological connection that employees have with their job responsibilities, characterized by a demonstrated and enduring commitment (Lambert et al., 2015). Job involvement refers to the extent to which an individual perceives their efforts inside an organization as meaningful, the intrinsic motivation behind their efforts, and the perceived connection between their efforts and their overall presence within the organization. According to Kamil (2018), job involvement denotes to the scope to which an individual categorizes meaningfully with their work or perceives the worth of their work in relation to their overall sense of integrity and self-esteem.

## Hypothesis Development

Talent acquisition focuses on employing the suitable entity with the right responsibility at exact schedule when the organization required. Organizations desire to construct and implement the talent acquisition operation to strengthen and maintain the talented employees. Talent acquisition is implemented to link the talent supply with organizational goals. Talent acquisition is action of instruction, employment improvement, improve chances through training, capability, determination and retention of talented human resource (Glaister et al., 2018).

**H1:** Impact of talent acquisition on employees' retention.

A study conducted by Nyamekye (2012) inspected the effect of determination on the retention of talented human resources at Standard Chartered Bank in Ghana. The findings revealed that a significant number of employees expressed no intention to depart from the organization due to the implementation of well-designed and successful employment succession strategies. Employee retention comprises all the organizational efforts such as succession planning requisite to promise that the workforce will not quit the organization. Succession planning enhances the human resource employment direction for the motive to influence and marginal the movement estimate of workforce (Nzuve, 2010).

**H2:** Impact of succession planning on employees' retention.

In the context of organizational talent development, it is suggested that individuals with exceptional abilities should cultivate a sense of identification with the organization, recognize their value to the business, and demonstrate a desire to remain affiliated with the organization. The workers who have expertise, skills and knowledge to ensure their professional behavior in their job practices, perform effectively (Nzewi et al., 2015). Employee retention influence the overall performance of talented workers also the output of the organization and a critical factor of the organization. Talented employee's influence and show greater involvement than other employees and losing of talented workers influence greatly on the organization (Knott, 2016).

**H3:** Impact of talent development on employees' retention.

The implementation of effective talent management strategies necessitates the presence of robust participative leadership, organizational commitment, active involvement, and the utilization of workplace scorecards incorporating talent management measures. The level of worker engagement has been found

to have a substantial influence on many characteristics of organizational performance, including staff efficiency, recruitment effectiveness, and worker retention rates (Bhatnagar, 2007).

**H4:** Impact of talent engagement on employees' retention..

### **Mediating Role of Organizational Justice**

This research investigates the effect of talent management on employee retention, focusing on the intervention level within the context of justice studies. Employees experience many outcomes such as recognition, career progression, and skill-based possibilities. According to Gelens et al. (2013), talent encompasses justice procedures and information, ultimately leading to the establishment of an interactive link that influences employee retention. The implementation of justice in practice requires a deliberate and infrequent decision to withdraw from the organizational context (Nadiri & Tanova, 2010). Previous research has indicated that the perception of organizational justice among employees is closely associated with their perception of the organization as a whole, as well as the management of skilled employees and their utilization of job-related skills. Gelens et al. (2014) propose a hypothesis positing the presence of an intervening part of justice in the association among talent management and employees' retention. The theoretical framework established by Narayanan et al. (2019) suggests that organizational justice shows a mediating part in the association among talent management and employee retention. The existing literature in the realm of organizational studies has provided insights into the part of organizational justice as an intervening factor in the connection among human resource management and cost-effective development (Farid et al., 2019).

According to Garr (2012), in order to achieve organizational success, it is imperative to establish and execute talent management strategies that result in enhanced revenue per employee, reduced turnover rate, decreased voluntary turnover, minimized downsizing, and improved capacity to attract top talent and cultivate effective leaders. The existing body of literature on the subject of employee turnover is limited. Despite the limited amount of research conducted on the topic, existing studies indicate that talent management is a strategic mechanism that can effectively improve employee retention (Chami-malaeb & Garavan, 2013). The main aim of this study article is to make a scholarly support to the existing literature by offering a practical framework that elucidates the mediating function of organizational justice in the connection among several dimensions of talent management and the retention of employees.

Talent management generates impartiality perceptions between workers and is a workforce differentiation application and may be acceptable from a strategic approach (Gelens et al., 2013). Past research studies found that those employees who are benefited from the organizational decisions revealed positive attitudes like lesser turnover intentions and guarantee to develop capabilities. Talent management generates distinctive responses among workers who are pointed out as talented and those who are not, and influence the perceived impartiality in the organizational domain (Marescaux et al., 2013).

Based on the extant literature, we endorse the notion that the connection among talent management and its impact on talent engagement may be understood via the lens of organizational justice (Schminke et al., 2014). Justice plays specifically a dominant part in workers job advancement, particularly in the dimension regarding the considered equity of organizational results influencing workers (Malik & Singh, 2014). Distributive justice was revealed to have a greater impact at micro extent, such as worker professional engagement (Ghosh et al., 2014) while insights of procedural justice have been revealed to have a greater influence at middle level, such as organizational engagement.

**H5:** The intervening impact of organizational justice on the connection among talent acquisition and employees' retention.

**H6:** The intervening function of organizational justice in the connection among succession planning and employees' retention.

**H7:** The intervening function of organizational justice in the connection among talent development and employees' retention.

**H8:** The intervening impact of organizational justice on the connection among talent engagement and employees' retention.



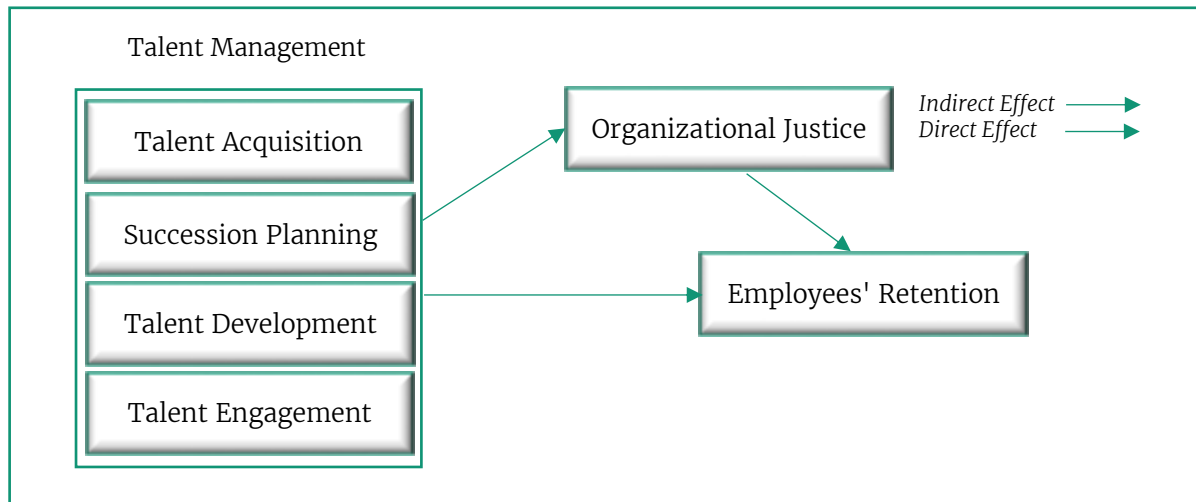
## Methodology

### Research Model

The suggested framework, as seen in Figure 1, encompasses many components of talent management, including talent acquisition, succession planning, talent development, and talent engagement, treated as distinct variables. Organizational justice is included as a mediating variable, while employees' retention serves as the dependent variable. The theoretical framework presents a set of variables that seek to study the influence of different aspects of talent management on the retention of workers, with a specific emphasis on the intervening role played by organizational justice.

**Figure 1**

*Theoretical framework of the study*



*Source: authors' creation*

### Collection of Data and Instrumentation

This study targets to investigate the organizational features that contribute to the successful retention of highly skilled employees in the public health sector. The data collection instrument was developed with a 5-point Likert scale, encompassing a range from "strongly disagree" to "strongly agree" for all variables. The study employed a quantitative investigation methodology to analyze the collected data. The data was obtained by a survey questionnaire consisting of a succession of closed-ended questions related to the study variables and geographical components. This approach was chosen to investigate the features of the selected sample. The inquiry encompasses a total of six factors, resulting in a questionnaire consisting of 34 components. The survey consisted of 265 questionnaires that were sent both online and by direct contact with the investigation respondents, who were doctors. All 265 respondents were included in the study sample.

### Correlation

Bivariate and partial correlations are two statistical techniques commonly employed in social research to examine the relationship between predictor variables and criterion variables. Researchers utilized bivariate correlation analysis due to the requirement of data normality, as outlined by Field (2013). Three approaches, namely Pearson Correlation, Spearman Rho, Kendall Correlation, and Partial Correlation, are commonly employed in correlation analysis. Spearman's rank correlation coefficient (Spearman's rho) and Kendall's rank correlation coefficient (Kendall's tau) are commonly employed in statistical analysis when dealing with non-normally distributed data. The researcher is interested in examining the partial correlation between variables while controlling for other factors such as age, gender, and company size. The correlation coefficient is a statistical measure that ranges from -1 to +1 and indicates the strength and direction of the link between two quantitative variables (Hinkle et al., 2003).

## Regression

Statistical regression modeling provides a method for estimating the connection between independent and dependent variables. The multiple regression approach is utilized to examine the association between different variables in order to elucidate the relationship between dependent and independent positioning (Adichie, 1976). Regression analysis serves as a valuable tool in comprehending the extent to which independent variables can predict the values of dependent variables in a given study, thereby enabling an assessment of the actual contributions made by the predictors.

## Mediation

Mediation analysis pertains to scenarios in which an exogenous variable (X) exhibits a perfect connection with an endogenous variable (Y), while a third variable known as the mediating variable (M) is present. The nature of the link elucidates the indirect correlation between X as a causative factor for M, and M subsequently resulting in Y. The research utilized a customized version of the Hays and Preacher (2013) model, known as the process micro model-4. The model of mediation proposed by Baron and Kenny (1986) is a crucial step-oriented approach that integrates linear and multiple regression techniques to examine the mediation impact.

## Measurement model

The examination of the link between latent variables and their scales is conducted through the utilization of a measurement model. Hair et al. (2012) conducted a series of tests to determine the reliability and validity of the measuring model employed in the current investigation. The measuring model comprises two distinct components, specifically convergent validity and discriminant validity.

## Structural model

The structural model is a key element within the framework of structural equation modeling (Tenenhaus et al., 2005), which establishes relationships between latent variables in a study. The structural model is utilized to identify the connections and arrangements among the variables, also known as constructs (Loehlin, 1998). The utilization of the bootstrap approach can yield the outcomes of the structural model. In the perspective of Partial Least Squares Structural Equation Modeling (PLS-SEM), the path coefficient serves as a means to investigate the structural model and test hypotheses. This coefficient, also known as the standardized regression coefficient (beta), allows for the identification of the direct influence exerted by an independent variable on a dependent variable. The researchers conducted a bootstrapping procedure using 1000 sub-samples in order to examine the statistical significance of the path coefficients, as described by Hair et al. (2011). The significance of the link will be considered statistically significant if the p-value is below 0.05.

## Findings

The absence of multicollinearity has been confirmed by the examination of the Variance Inflation Factor (VIF) scores for talent management, organizational justice, and employees' retention. These scores fall within the acceptable range, specifically below 5 or 10, as established by O'Brien (1986). The software Smart PLS 3.2.3 developed by Ringle et al. (2015) was utilized in our study. Hair and Almagir (2022) used the Partial Least Squares Structural Equation Modeling (PLS-SEM) methodology in order to investigate the measurement and structural models.

## Measurement Model

**Table 1**

Measurement model

	Items	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted
Talent Acquisition	TA <sub>1</sub>	0.655	0.718	0.825	0.544
	TA <sub>2</sub>	0.684			
	TA <sub>3</sub>	0.861			





	Items	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted
	TA <sub>4</sub>	0.734			
Succession Planning	SP <sub>1</sub>	0.830	0.813	0.889	0.728
	SP <sub>2</sub>	0.874			
	SP <sub>3</sub>	0.855			
Talent Development	TD <sub>1</sub>	0.713	0.817	0.880	0.648
	TD <sub>2</sub>	0.906			
	TD <sub>3</sub>	0.800			
	TD <sub>4</sub>	0.791			
Talent Engagement	TE <sub>1</sub>	0.725	0.731	0.828	0.550
	TE <sub>2</sub>	0.823			
	TE <sub>3</sub>	0.601			
	TE <sub>4</sub>	0.797			
Organizational Justice	OJ <sub>1</sub>	0.746	0.848	0.888	.569
	OJ <sub>2</sub>	0.717			
	OJ <sub>3</sub>	0.735			
	OJ <sub>4</sub>	0.762			
	OJ <sub>5</sub>	0.767			
	OJ <sub>6</sub>	0.797			
Employees' Retention	ER <sub>1</sub>	0.738	0.817	0.873	0.578
	ER <sub>2</sub>	0.800			
	ER <sub>3</sub>	0.799			
	ER <sub>4</sub>	0.756			
	ER <sub>5</sub>	0.705			

The examination of convergent validity for the study variables is conducted by the use of Cronbach's alpha, composite reliability, and average variance retrieved, as indicated in Table 1. The Cronbach's alpha coefficient is commonly employed to assess the inside reliability of survey items. Based on the research conducted by Nunnally and Bernstein (1994), it is suggested that the alpha coefficient should surpass the threshold value of 0.7. In the present study, an alpha value exceeding 0.7 was obtained. In addition, the reliability of the study items was assessed using composite reliability and average variance extracted. According to Fornell and Larcker (1981), it is recommended that the composite reliability value exceeds 0.7. Additionally, Raza et al. (2020) proposed that the average variance extracted value should be higher than 0.5. The study has successfully met both of the observed requirements. Furthermore, in the process of study, three components related to employees' retention, one component regarding talent acquisition, two components concerning succession planning, one component focused on talent development, one component addressing talent engagement, and five components related to organizational justice have been omitted.

Following the examination of convergent validity, the investigation of discriminant validity was conducted utilizing the average variance extracted (AVE) and Heterotrait-monotrait ratio (HTMT). Discriminant validity evidence is an assessment of the amount to which a hidden variable differentiates itself from other variables under consideration. This evaluation was conducted by Fornell and Larcker in 1981. Based on the findings of Fornell and Larcker (1981), it is recommended that the diagonal value of each variable be emphasized through the use of bold formatting. This is because the diagonal value represents the square root of the average variance extracted and is deemed satisfactory if it surpasses the non-diagonal values within the corresponding rows and columns.

**Table 2**

Discriminant validity

	ER	OJ	SP	TA	TD	TE
ER	0.761					
OJ	0.688	0.754				
SP	0.647	0.668	0.853			
TA	0.547	0.566	0.559	0.738		
TD	0.633	0.608	0.529	0.649	0.805	
TE	0.570	0.558	0.621	0.570	0.593	0.741

Note: ER (Employees' Retention); OJ (Organizational Justice); SP (Succession Planning); TA (Talent Acquisition); TD (Talent Development); TE (Talent Engagement).

The discriminant validity was established based on the findings from Table 2, as indicated by the higher values seen on the diagonal compared to the non-diagonal values.

**Table 3**

Heterotrait-monotrait ratio (HTMT)

	ER	OJ	SP	TA	TD	TE
ER						
OJ	0.821					
SP	0.792	0.803				
TA	0.711	0.715	0.729			
TD	0.760	0.718	0.644	0.831		
TE	0.705	0.668	0.774	0.785	0.727	

Note: ER (Employees' Retention); OJ (Organizational Justice); SP (Succession Planning); TA (Talent acquisition); TD (Talent Development); TE (Talent Engagement).

According to the findings presented in Table 3, it can be noticed that all the study variables exhibit values below the thresholds of 0.85 or 0.90, as reported by Qazi et al. (2020). Consequently, these variables demonstrate discriminant validity and meet the requirements outlined in the heterotrait-monotrait ratio.

## Structural Model

**Table 4**

Total effect

Hypothesis	Regression path	Effect Type	Beta	P-Value	Remarks
H <sub>1</sub>	TA → ER	Total effect	0.061	0.452	Rejected
H <sub>2</sub>	SP → ER	Total effect	0.370	0.000	Accepted
H <sub>3</sub>	TD → ER	Total effect	0.335	0.000	Accepted
H <sub>4</sub>	TE → ER	Total effect	0.107	0.181	Rejected

Note: ER (Employees' Retention); OJ (Organizational Justice); SP (Succession Planning); TA (Talent Acquisition); TD (Talent Development); TE (Talent Engagement).

Table 4 indicates that independent variable (talent acquisition) has no significant impact on dependent variable (employees' retention) as the p-value is higher than the cutoff value which is 0.05. So, we rejected H<sub>1</sub>. The study found significant impact of independent variable (succession planning) on dependent variable (employees' retention) because p-value is less than the cutoff value which is 0.05. So, we accepted H<sub>2</sub>. Moreover, study found significant impact of independent variable (talent development) on dependent variable (employees' retention) because p-value is less than the cutoff value which is 0.05. So, we accepted H<sub>3</sub>. Furthermore, the study found no significant impact of independent variable (talent engagement) on dependent variable (employees' retention) because p-value is greater than the cutoff value which is 0.05. So, we rejected H<sub>4</sub>.

**Table 5**

Direct effect

S. No	Regression Path	Effect Type	Beta	P-Value
1	OJ → ER	Direct effect	0.318	0.000
2	SP → ER	Direct effect	0.238	0.003
3	SP → OJ	Direct effect	0.414	0.000
4	TA → ER	Direct effect	0.024	0.767
5	TA → OJ	Direct effect	0.119	0.081
6	TD → ER	Direct effect	0.250	0.001
7	TD → OJ	Direct effect	0.264	0.000
8	TE → ER	Direct effect	0.083	0.258
9	TE → OJ	Direct effect	0.074	0.262

Note: ER (Employees' Retention); OJ (Organizational Justice); SP (Succession Planning); TA (Talent Acquisition); TD (Talent Development); TE (Talent Engagement).

Table 5 shows the direct effect of independent variable on dependent variable. Firstly, study found insignificant direct effect of talent acquisition on organizational justice and employees' retention due to greater p-value from the cutoff value. Secondly, the study found significant direct effect of succession planning on organizational justice and employees' retention having lesser p-value from the cutoff value. Thirdly, study found significant direct effect of talent development on organizational justice and employees' retention having p-value less than the cutoff value. Fourthly, the study found insignificant direct effect of talent engagement on organizational justice and employees' retention having p-value greater than the cutoff value.

**Table 6**

Results of mediation analysis

Hypothesis	Regression Path	Effect Type	Beta	P-Value	Remarks
H <sub>5</sub>	TA→OJ→ER	Indirect effect	0.038	0.157	Rejected
H <sub>6</sub>	SP→OJ→ER	Indirect effect	0.132	0.007	Accepted
H <sub>7</sub>	TD→OJ→ER	Indirect effect	0.085	0.007	Accepted
H <sub>8</sub>	TE→OJ→ER	Indirect effect	0.024	0.322	Rejected

Note: ER (Employees' Retention); OJ (Organizational Justice); SP (Succession Planning); TA (Talent Acquisition); TD (Talent Development); TE (Talent Engagement).

According to Table 6, there is evidence of an indirect effect of the independent variable on the dependent variable. This study examines the intervening part of organizational justice in the connection among various independent factors (talent acquisition, succession planning, talent development, and talent engagement) and the dependent variable of employees' retention. The investigation did not observe any mediation in the regression paths (TA→O→ER) and (TE→O→ER) due to the p-value above the predetermined threshold. The hypotheses H<sub>5</sub> and H<sub>8</sub> were rejected. Furthermore, our analysis revealed the presence of partial mediation in the regression paths (SP→OJ→ER) and (TD→OJ→ER), with p-values below the designated threshold. Hypotheses H<sub>6</sub> and H<sub>7</sub> were deemed valid and accepted in our study.

Our study findings explain the association of talent development and employees' retention. This portrays the role of psychological development of employees work behavior structure paths to stay within the organization throughout work life connected with the work of (Yeswa & Ombui, 2019). Moreover, the study findings revealed the association between succession planning and employees' retention. Meaning that put the name of talented workers in talent pool and consider the deserving worker picking from talent pool to fill the vacant important positions then as a result those employees retain within the organization associated with the work of (Batool et al., 2022). Moreover, our study findings revealed no connection between talent engagement and employees' retention. Meaning that the organization not engaging the talented workers in decision making task as a result the talented workforce leave the organization because

of considering themselves unimportant for the organization aligning with the work of (Amushila & Bussin, 2021).

Followed by the mediation hypotheses that explain the intervening part of organizational justice among the association of talent management facets and employees' retention. The study results revealed no mediation between talent acquisition and employees' retention having  $\beta=0.038$  and  $p\text{-value}>0.05$ .

The sixth hypothesis is about the meditational role of organizational justice among succession planning and employees' retention. The study results revealed partial mediation between succession planning and employees' retention having  $\beta=0.132$  and  $p\text{-value}<0.05$ . Meaning that organizational justice plays a vital part in the management of talented individuals and effective succession planning for future positions in the organization through fair decisions and as a results should retain top talent (Madurani & Pasaribu, 2022).

The seventh hypothesis is about the meditational part of organizational justice among talent development and employees' retention. The study results revealed partial mediation between talent development and employees' retention having  $\beta=0.085$  and  $p\text{-value}<0.05$ . Meaning that organizations should retain their best talent by doing developmental activities with proper fairness and valuable interaction with the employees (Gohar & Qureshi, 2021).

Finally, the eighth hypothesis is about the intervening part of organizational justice between talent engagement and employees' retention. The study results revealed no mediation between organizational justice and employees' retention having  $\beta=0.024$  and  $p\text{-value}>0.05$ .

## Conclusion

The main aim of this investigation is to study the impact of several dimensions of talent management on the retention of employees. Furthermore, the key objective of this learning is to investigate the part of organizational justice as an intervening variable in the association among talent management characteristics and the retention of employees. The empirical outcomes indicate a constructive impact of succession planning and talent development. The findings indicate that succession planning, talent development, and organizational fairness play crucial roles in the retention of personnel within public sector hospitals located in Zone-2, Khyber Pakhtunkhwa, Pakistan. In short talent management is valuable to get competitive advantage and to get this advantage is by doing retaining the talented workforce in the organization. When the talented employees feel that they are valuable to the organization and feel fair treatment in distribution of resources they will retain and work for the organization. The cost to lose the valuable and talented employees is unbearable. So, manage properly and effectively the vital workers to retain in the organizational setting.

## Implications

### Theoretically

Our study tests the proposed model of Narayanan et al. (2018) empirically. Also, this study provides extension of model by incorporating in depth facets of talent management. Also, the existing learning structured the critical elements that keep the association alive as mediating variable.

### Practically

The study investigated the viewpoints of physicians working in Government Hospitals, Khyber Pakhtunkhwa, regarding talent management, organizational justice, and staff retention. The objective of this investigation is to provide pragmatic recommendations to the management of Government Hospitals in Khyber Pakhtunkhwa. The forthcoming proposals will concentrate on the implementation of talent management strategies that are effective in addressing current problems and challenges. Grounded on investigational results from the study, the study's model proposes that the provincial health department should implement strategies to enhance workforce diversity and capability within the organizational context, hence promoting a comprehensive approach to professional development. The examination of talent management and justice serves as a viable approach to effectively address the motivating behaviors



exhibited by doctors in the region of Khyber Pakhtunkhwa. Furthermore, this study has the potential to provide valuable insights for the health sector in other developing nations.

### Limitations and Future Direction

The study also possesses certain shortcomings. The study was conducted in Zone-2, Khyber Pakhtunkhwa, Pakistan, which implies that the findings are applicable just to this specific region. Hence, it is recommended that in order to improve the generalizability of the findings, future studies should consider collecting samples from various regions within Khyber Pakhtunkhwa as well as from other provinces in Pakistan. Furthermore, it is essential to note that in the present learning, organizational justice and staff retention are considered as global factors. Therefore, it is suggested that future studies should inspect the individual characteristics of these variables independently. Furthermore, it is worth noting that the current study model employed in the health sector suggests that a similar approach should be considered for implementation in other sectors in the future.

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