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Job satisfaction with talent management variablese

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Abstract

This study investigates how different talent management factors in organizational settings relate to work satisfaction. The purpose of the study is to determine which talent management techniques have the most effects on employee happiness. Through surveys that gauged opinions of talent management procedures and job satisfaction, information was gathered from a broad sample of workers in several industries. Recruitment procedures, performance management, employee development initiatives, pay and benefits, chances for career progression, and company culture are some of the important talent management factors that are looked at. The results indicate that thorough talent management procedures and high levels of job satisfaction are strongly positively correlated. In particular, the most important elements turned out to be chances for career advancement and a positive company culture. According to the study's findings, companies that invest in strong talent management systems can raise employee satisfaction, which will boost overall productivity and lower attrition rates. These revelations highlight how crucial strategic talent management is to developing a dedicated and driven team. Subsequent studies could investigate the long-term impacts of talent management on work satisfaction and broaden the scope of the analysis to include various cultural and geographic contexts.

Keywords: Satisfaction, organization, management, employee, performance

Introduction

Due to its substantial influence in the modern, fiercely competitive economy, TM has only recently been incorporated into composition and practice, although specialists and examiners have given it careful thought (McCauley and Wakefield, 2006) ^[41]. The basis of educational writing up to this point has been establishing the reasonable importance of TM and examining its effects on various performance levels to the point of establishing high ground and redefining the level of motivation and engagement among capacities (Bhatnagar, 2007; Kehinde, 2012) ^[25, 26]. Despite this focus and attention, some experts noted that there is still a lack of research on TM composting (Collings and Mellahi, 2009; Garrow and Hirsh, 2008) ^[4]. Some experts noted that TM composting is still not well understood in spite of this focus and consideration (Collings and Mellahi, 2009; Garrow and Hirsh, 2008) ^[4, 28]. By claiming that the subject was unquestionably examined from the perspective of professionals without undertaking extensive educational and sidekick research, Lewis and Heckman (2006) ^[29] pushed for the insightful establishment of TM. Using this reasoning, Collings and Mellahi (2009) ^[4] noted that the definition of TM and its hypothetical breaking points are two areas where its composition remains unclear in relation to general cognition. Furthermore, from an advantage perspective, associations that complete TM without thoroughly weighing the implications of doing so have little effect on the remaining labor force or the capacity pool. Yarnall (2011) ^[30] established this. Similar to its fixation and fit within the association, Garrow and Hirsh (2008) ^[28] noted from the practical establishment that TM requires further thought. Among the many estimates that require further thought, Garrow and Hirsh (2008) ^[28] underlined that the TM execution must benefit the affiliation's workforce and way of life. Höglund (2012) ^[31] asserts that TM, like HR sharpens, transmits legitimate signals that agents interpret differently, affecting their perspectives and actions. In any case, there is now a gap in the literature about the beneficial and detrimental effects of TM on agents, which has not yet been thoroughly examined (Höglund, 2012) ^[31]. Additionally, he explained how specialists' particular social affairs view the impact of TM on their business relationships, which is an important research graph for expanding the limited understanding of TM's results (Höglund, 2012) ^[31].

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Activities that assist senior employees in acquiring vital skills and information that can support the growth of the company are included in talent development (Garavan *et al.*, 2021) ^[32]. This approach facilitates the professional growth of high-potential medical staff members by offering them coaching, mentoring, and training. The study comes to the conclusion that one of the most important aspects of talent management is medical talent development (Aljunaibi, 2014) ^[33]. Medical practitioners operate in a dynamic environment (Rabbi *et al.*, 2015) ^[34]. The study makes the assumption that internal training programs, staff career progression chances, funding for medical talent development, and the establishment of talent education initiatives are all part of medical entities' efforts to improve professional abilities. The deliberate process of luring, nurturing, keeping, and employing individuals with the necessary abilities and skills to satisfy an organization's present and future demands is known as talent management. It is a comprehensive strategy that matches company goals with employee aspirations to improve performance and maintain competitiveness. The main elements and components that affect how well talent management procedures work are known as talent management variables. These factors include succession planning, employee engagement, training and development, performance management, remuneration and rewards, organizational culture, and recruitment and selection. Organizations can develop strategies that maximize employee potential and promote long-term growth by having a thorough understanding of these factors. A methodical emphasis on these factors guarantees that companies not only draw in top talent but also develop, inspire, and keep it, resulting in a long-lasting workforce that can spur innovation and accomplish strategic objectives. A framework for finding gaps and enhancing procedures to create a flourishing and effective workplace is provided by a thorough examination of talent management factors.

Review of literature

For multinational firms to achieve sustainable growth in today's complex and dynamic global environment, they must manage a global workforce. It can be challenging to manage a global workforce because of its mobility, diversity, and absence of cultural or geographic constraints (Schuler, Jackson, & Tarique, 2011; Scullion, Collings, & Caligiuri, 2010; Stahl *et al.*, 2012) ^[35, 39, 37]. For these reasons, many scholars and human resource professionals, especially HR directors and consultants, have focused on the important area of "global talent management." Stahl *et al.*, 2012; Vaiman *et al.*, 2012; Collings & Mellahi, 2009; Farndale, Scullion, & Sparrow, 2010) ^[37, 4, 39]. Ironically, there is a lot of interest in global talent management. Employees who have been identified by the organization as having talent are the primary focus of talent management. However, the term "talent management" lacks a commonly agreed-upon meaning (Collings and Mellahi, 2009; Ewerlin and Süß, 2016) ^[3, 4]. The responsibility to recruit, hire, train, evaluate, inspire, and retain staff in order to preserve the company's long-term competitive advantage is a component of all definitions of talent management. Scullion (2010) ^[39] and associates. Talent management activities and procedures include, but are not limited to, building a talent pool of high-performing and high-potential incumbents to fill these positions, creating a distinctive

human resource architecture, and systematically identifying the key roles that significantly contribute to the organization's long-term competitive advantage. This will ensure that competent incumbents continue to be committed to the business during periods of economic expansion, financial distress, and uncertainty.

Tarique and Schuler (2010) ^[35]. Numerous studies show that, notwithstanding the current economic downturn, businesses worldwide are struggling to manage workers in a range of professions (McCauley & Wakefield, 2006) ^[41]. Job happiness has been the subject of extensive research over the last few decades.

(Boshoff, Cilliers & Van Wyk, 2003; Buitendach & De Witte, 2005; Dolliver, 2003; Kh Metle, 2005; Malherbe & Pearse, 2003; Hoole & Vermeulen, 2003; Calder, 2000; Derlin & Schneider, 1994) ^[42-48]. However, there is a dearth of public health studies that examine job satisfaction across various professional categories. In the subject of public health in South Africa, the great bulk of recent research has been on nurses' and other medical professionals' job satisfaction.

Damane (1992) ^[50], Herman (2005) ^[51], Mariani *et al.* (2003) ^[52], Pillay (2003) ^[53], and Mavanyisi (2005) ^[54]. The literature study found that there is a dearth of research on employee talent management and work satisfaction. This essay is eager to identify the factors and interactions that affect work happiness because it expects that it will directly affect the organization's people management tactics. Additionally, by formalizing strategies, resources, procedures, and processes, TM facilitates the professional development and transformation of highly qualified and competent personnel in the partnership (Gay and Sims, 2006) ^[55].

D'Annunzio-Green (2008) ^[56]; McCauley, McCauley, Wakefield, and Wakefield (2006) ^[41]. Using TM requires associations to covertly separate their agents according to their execution level (Fallis *et al.*, 2013) ^[57]; United States Chamber of Commerce Foundation, 2014). These capacity organization practices have been highly recommended by research because of their positive sense of duty regarding specialized aims and works, lower levels of truancy and work turnover, and higher measures of productivity, quality, and customer benefits in a wide range of affiliations regardless of part, size, or country. Abraham (2015) ^[59].

Objectives of study

- To ascertain how talent management tactics and work satisfaction are related.
- To develop talent management plans that would help companies keep their employees happy.
- The study's primary focus is on talent management and employee satisfaction evaluation. a case study of many selected banks in Lagos.
- To describe the various talent management strategies employed by a few commercial banks in Lagos.

Research Methodology

The purpose of this study was to ascertain how talent management affected work satisfaction in Lebanese universities. Using a variety of statistical tools, including SPSS, a quantitative methodology was employed to examine the proposed hypotheses and measure these correlations. This study was divided into three stages:

1. First thought,

2. Method and empirical research
3. Interpretation and analysis of findings.

The selection of the research goal, the assessment of the literature, and the formulation of the study framework and hypotheses were all part of the preliminary consideration process. Compromises were made to the research design,

methodology, questionnaire, sample design, and statistical tools for the data analysis of the study during the second stage, which comprised the methodological and empirical research. The survey was then carried out in order to gather information from the study's sample. Analyzing and interpreting the data is the third phase.

Table 1: Demographics of respondents

Question	Options	Number of respondents	Percentage
Gender	Male	60	60%
	Female	40	40%
Age	Less than 20 years	5	5%
	21-30 year	40	40%
	31-40 years	30	30%
	41-50 years	15	15%
	Above 50 years	10	10%
Marital status	Married	45	45%
	unmarried	55	55%
Education	Primary level	5	5%
	Higher level	15	15%
	Under graduate	30	30%
	Post graduate	25	25%
	diploma	10	10%
	Professional	15	15%
Talent identification	By competencies	40	40%
	By result	30	30%
	By potential	30	30%

Interpretation

Table 1, the workforce is youthful, primarily male, and well-educated, with the majority of workers being between the ages of 21 and 40. Many of them have undergraduate or graduate degrees. A range of educational attainment and marital statuses indicates a diversity of life stages and backgrounds, which may lead to a range of viewpoints within the company. Competencies are the main focus of talent identification, with a small amount of attention paid to outcomes and potential. This shows a balanced approach to assessing abilities, accomplishments, and prospects for future progress. This identification and demographic

approach puts the company in a strong position to develop a flexible, dynamic workforce.

CHI Square

To test the association between age and gap between need to shop online through E-commerce buying behaviour.

- **H0:** There is no association between age and gap between need to shop online through Ecommerce buying behaviour.
- **H1:** There is an association between age and gap between age and need to shop online through E-commerce buying behaviour.

Table 2: Table showing testing association between age and gap between age and need to shop online through E-commerce buying behavior

	Age	Gap between age and need to Shop online
Chi Square	19.769	5.692
Df	3	2
Asymp.Sig.	0.000	0.058

Interpretation

It can be deduced from the preceding table that the table value exceeds the significant value. HL is refused, whereas H0 is approved. Consequently, there is no correlation between age and the age gap among employees in a company.

Correlation

To test the relationship between gender and quantity of the product

- **H0:** There is no relationship between gender and quantity of the product
- **H1:** There is a relationship between gender and quantity of the product

Tables 3: showing testing relationship between gender and quantity of product

		Gender	Quantity of product
Gender	Pearson Correlation	1	0.658
	Sig (2-tailed)		0.000
	N	39	39
Quantity of product	Pearson Correlation	0.658	1
	Sig(2-tailed)	0.000	0.000
	N	39	39

Interpretation

It can be deduced from the above table that the table value is below the important value. H1 is approved and H0 is denied. Consequently, there is a connection between an organization's talent management and gender.

Conclusion

The main objective of this study was to ascertain how talent management affected work satisfaction. The notion for this study was primarily developed by finding a gap in the literature regarding the lack of data, as there have been relatively few studies undertaken on talent management approaches in Middle Eastern nations such as Lebanon. Even while talent management is a major concern in corporate human resources departments, it must fully transfer into the university setting in order to produce future administrative leaders.

To determine the extent to which the dependent factors were impacted by the other independent components, a correlation analysis was carried out after the regression evaluation.

The correlation analysis's most intriguing findings concerned the talent management dependent variables' strong positive impact. This suggests that firms with high levels of talent management, which have a beneficial impact on employee happiness, clearly have cohesive and effective performance systems.

Training and development opportunities increase employee motivation, which in turn promotes career growth and more discretionary behavior, both of which increase employee satisfaction. When a job offers a wide range of responsibilities and opportunities for growth, employee performance increases.

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