Testing Effects of Job Satisfaction and OCBs on the Relationship between Talent Management and Talented Employee Turnover for Sustainable Human Resource Development in Healthcare

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Abstract

Purpose; The purpose of this study is to better understand the impact of talent management on reducing turnover of talented staff in the Nigerian public health sector. This requires considering the mediating role of both job satisfaction and OCB variables in achieving success at both individual and organisational levels.

Design/methodology/approach; This study achieves its objective through a conceptual analysis using the lenses of talent management, social exchange theory (SET) and existing literature.

Findings; This study shows that good talent management is not enough to retain and sustain talented employees in the Nigerian health sector. The partial placement model hypotheses were supported by the SET model, implying that talent management requires both job satisfaction of talented employees and OCB to reduce turnover of talented employees.

Practical implications; This study enhances the use of the mediating role of job satisfaction and OCBs to better understand the mechanism of talent management in reducing employee turnover within the framework of the social exchange theory model.

Originality/value; The originality of this study states that effective implementation of talent management in the Nigerian health sector must be complemented with appropriate mechanisms to achieve effective retention of talented employees.

Keywords: *Talent management, healthcare, employee turnover, OCB, job satisfaction, Nigeria.*

Introduction

Currently, a great many organisations operate in a confusing, diverse, dynamic, highly competitive, and incredibly unstable environment, facing problems that often have not even developed or emerged (Tarique & Schuler, 2010). This is because organisations today often face issues such as increased turnover rates, increased job dissatisfaction, increased workplace stress, lower productivity, and lack of employee engagement. Organisations must grapple with the difficulty of how to adequately manage their human

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capital to create and maintain sustainable competitive advantage (Dries, 2013). The ever-increasing competition between companies in different industries to attract and retain talented employees is growing worldwide (Anlesinya, Amponsah-Tawiah, et al., 2019; Tarique & Schuler, 2018). Effective talent management in any organisation has significant growth and transformational power due to its many direct positive contributions (Anlesinya, Dartey-Baah, et al., 2019b). Organisations use both tangible and intangible resources (such as human capital) to develop business strategies for sustainability. Nevertheless, there are several resources for achieving strategic business performance and sustainability, but (Jayaraman et al., 2018) advocate the significant shift in focus from industrial factors to human capital resources as the main source of sustainable competitive advantage.

Talent management has emerged as one of the most important mechanisms in creating value and managing highly skilled employees in any sector (King & Vaiman, 2019; Sparrow & Makram, 2015) Talent management has been found to have a significant impact on the outcomes of talented employees (Mensah, 2019). However, the impact of talent management that affects employee skills and outcomes has yet to be explored.

There are inequities in the balance between demand and supply of talented employees/skilled workers that are more pronounced in the healthcare sector than elsewhere (Turner, 2017). On a global scale, there are unique and additional considerations for the healthcare sector, as many factors associated with talent are found across many public and commercial sectors. The World Health Organisation (WHO) reported that countries' economies are being drained by poor health outcomes such as the costs associated with lost productivity due to workforce churn and poor human resource management (World Health Organisation, 2017). Employee turnover in the workplace is a critical function of the workplace environment and internal motivation, which are integral aspects of workforce behaviour and strongly influence employee performance (Banahene et al., 2017). Healthcare is known to be one of the fastest growing sectors in recent times, and it is necessary that its workforce is attracted and managed to gain a competitive advantage. The literature asserts that talent management is an essential and critical competitive tool to achieve this (Ingram & Glod, 2016; Pandita & Ray, 2018).

In this rapid economic growth, the healthcare sector is not spared from challenges that can inhibit and affect competitiveness and sustainable economic growth. The challenges include high attrition rate among talented employees, selection of appropriate and effective talent management for implementing sustainable practises for talented employees, especially in terms of effective talent management in the organisation. In addition, these healthcare organisations also face challenges in the area of engagement and participation of talented employees to implement sustainable practises that increase job satisfaction (Green et al., 2019; Mensah, 2019).

The severe shortage of talented employees has become a major challenge for the Nigerian health sector and is exacerbated by the exodus of talented workers to developed countries such as Canada, the United Kingdom, and the United States (Anlesinya, Dartey-Baah, et al., 2019b; Salami et al., 2016). The World Health Organisation (WHO) reported that countries' economies are being drained by poor health outcomes such as the costs resulting from lost productivity due to out-migration of labour and poor labour force management (World Health Organisation, 2017). In the Nigerian health sector, there is low potential for health worker retention, with more than 50% of workers wanting a better job outside their current facility (Kadiri-Eneh et al., 2018). The 2019/2020 Medic West Africa report titled "2019 Healthcare Market Insights: Nigeria," states that there are several issues in the healthcare sector, particularly in the area of human resources, ranging from emerging conflicts between talented healthcare professionals to the use of the healthcare workforce for a sustainable outcome.

Consequently, the red-hot economy like Nigeria's demands that the health sector explores and outlines sustainable practises through which talented workforce must be identified, developed and retained (Mulyata, 2020; Salau et al., 2018). Therefore, the national health system needs sound management policies and practises that improve coordination of outcomes of talented health workers (Medic West Africa, 2019).

Some literatures have shown that most of the reasons why talented staff leave or quit their jobs are due to lack of job satisfaction and organisational behaviours that promote human resource development and make staff more capable and knowledgeable (Akinremi and Adedeji, 2019; Bogonko & Kathure, 2015). When skills and knowledge are lacking, talented employees are easily conflicted between their personal lives and their work because the high cost of living does not match their position, leading to migration to other developed countries such as America (Medic West Africa, 2019). In addition, the health sector often faces the problem of lack of effective talent management practises, which means that human resource development is often neglected and indirectly the challenge of high turnover of talented employee turnover continues to plague the health sector (Abimbola et al., 2012, 2015; Salau et al., 2018).

Recognising the limitations of the literature in examining the impact of talent management on outcomes for talented employees, the purpose of this study aims to theorise and better understand the impact of talent management on reducing turnover of talented employees in the Nigerian public health sector, which requires considering both the mediating role of job satisfaction and OCB variables in achieving success at both individual and organisational levels.

This paper addresses three specific calls for further development of the literature. First, the significant impacts and mechanisms through which talent management leads to outcomes at the talented employee level have received little attention (Anlesinya, Amponsah-Tawiah, et al., 2019; Mensah & Bawole, 2017). Second, this study aims to examine the mediating role of job satisfaction and organisational citizenship behaviours in the relationship between talent management and talented employee turnover (Luna-Arocas et al., 2020; Luna-Arocas & Morley, 2015; Mensah & Bawole, 2017, 2018). Third, business growth and national competitiveness can be enhanced by promoting effective talent management and retention. Meanwhile, little attention has been paid to the specific context of African countries such as Nigeria when examining the impact of talent management outcomes and challenges (Anlesinya, Dartey-Baah, et al., 2019a; Oseghale et al., 2018).

This paper is presented in three sections. First, the research problem, research gaps, research questions and research objectives are discussed. Second, the literature review, theoretical underpinnings and proposed research models are discussed along with the research hypotheses. Finally, the discussion and implications for further studies and practise are discussed before the conclusion is drawn.

Problem statement

Through the examination of previous studies, three main research gaps have been identified. First is the gap in the previous studies in terms of empirical studies related to talent management research as not much has been done on the outcomes of talented employees such as job satisfaction, organisational citizenship behaviour and turnover of talented employees, especially in the health sector in Nigeria. According to Web of Science accessed on 22/02/2021, there were 5,426 publications in various document types on 'talent management' but only nine (9) publications have been published in Nigeria that do not specifically address the relationship between talent management and outcomes for talented employees, although some relevant terms are used. This statement is also supported by the systematic literature review published in Africa on 'talent management' from 2008 to 2019 in various research databases. There are only 41 research articles published in a 12-year period, which means that research on talent management in Africa

is very limited and does not seem to be increasing at an impressive rate (Anlesinya, Amponsah-Tawiah, et al., 2019).

Moreover, most previous studies that focused on empirical outcomes of talent management neglected micro-level outcomes, such as those of talented employees, and focused mainly on firm-level outcomes (Anlesinya, Dartey-Baah, et al., 2019b). Moreover, talent management mediation that improves talented employees' outcomes has not been analysed in detail and systematically (Mensah & Bawole, 2017, 2018). In addition, previous studies have also not discussed much about the direct and indirect impact of talent management on health worker outcomes compared to other sectors (Akinremi and Adedeji, 2019).

The World Health Organisation (WHO) reports that countries' economies are being drained by poor health outcomes, such as the costs associated with lost productivity due to labour churn and poor human resource management (WHO, 2017). However, the United Nations 2030 Agenda for Sustainable Development Goals (SDGs), number three (3) of which relates to health and well-being, highlights the significant impact of health workforce management on labour force participation and the resilience of global health systems. Healthcare organisations have been suffering from a severe shortage of talented workers for a number of years and competition for highly skilled staff is increasing (Thunnissen & Buttiens, 2017).

Several organisations tend to improve the performance and capabilities of human resources through the development and implementation of numerous management strategies, policies and guidelines that usually promote the retention of their highly skilled and committed employees (Mahjoub et al., 2018). However, despite the apparent contributions to workforce development in the Nigerian health sector, turnover among talented staff tends to be high (Anlesinya, Amponsah-Tawiah, et al., 2019; Wejdan A. L. Dayel et al., 2020). Some of the healthcare companies invest heavily in attracting and recruiting highly qualified staff and yet face the problem of their talents leaving the company for foreign countries, so that maintaining a pool of intellectual skills and replacing talented and experienced staff becomes cumbersome and worrisome (Mahjoub et al., 2018; Salau et al., 2018).

In Nigeria, several problems have been identified in the health sector, especially in the health workforce. The patient to professional ratio in the Nigerian health sector is 2500:1, which is more than four times the 600:1 ratio in WHO (Medic West Africa, 2019). In line with this report, Nigeria needs up to ten (10) times more talented workforce to sustain the national health system. The World Health Organisation (WHO) reports that Nigeria has the highest stock of human resources for health (HRH) in Africa, but like other 57 HRH crisis countries, has a high turnover of the talented workforce, which has hindered the effective delivery of basic health services. Thus, the major challenge facing Nigeria is the inadequate and limited talented human resources for health services. Migration abroad has also contributed to this high turnover (Medic West Africa, 2019).

Consequently, some research shows that while Nigeria has a relative number of health facilities, the performance of the health sector is mainly hampered by a shortage of skilled health workers (Salau et al., 2018; Wejdan A. L. Dayel et al., 2020). However, the lack of talented health workers contributes to Nigeria's poor performance in the sector (Abimbola et al., 2012, 2015; Salami et al., 2016). Furthermore, the shortage of manpower is one of the biggest challenges facing health organisations in Nigeria since the country's independence and a fundamental drawback to any area of social development (Salau et al., 2018; Wejdan A. L. Dayel et al., 2020). Problems associated with the quality and performance of the Nigerian health sector also include the outflow of highly qualified and experienced staff abroad, lack of adequate training and development, lack of engagement and promotion of staff wellbeing (Wejdan A. L. Dayel et al., 2020). Therefore, there is great interest in the Nigerian health sector for appropriate mechanisms to identify,

manage and retain talented staff (Akinremi and Adedeji, 2019; Anlesinya, Amponsah-Tawiah, et al., 2019).

The second research question that arises is the importance of implementing effective talent management practises to add value to the health system and generate satisfied and engaged higher levels of talented employee hiring and organisational performance with high labour productivity (Oseghale et al., 2018). Talent management is a topic that has not received enough attention and is still unclear compared to human resource management (Anlesinya, Amponsah-Tawiah, et al., 2019; Shen, 2016). Talent management can contribute to organisational effectiveness and national competitiveness. Therefore, it is of utmost importance to identify the key impacts, practises and challenges of talent management (Anlesinya & Amponsah-Tawiah, 2020). Furthermore, awareness of talent management issues among health care practitioners and managers is very low, especially when it comes to achieving positive employee outcomes such as retention, motivation, engagement and performance (Anlesinya, Amponsah-Tawiah, et al., 2019; Mensah & Bawole, 2017, 2018).

Lack of adequate work/organisational support such as workplace culture, professional development and rewards, which are attributes of talent management, have been found to be negatively and directly associated with turnover rates of health workers (Akinremi and Adedeji, 2019; Bogonko & Kathure, 2015). Other human resource management outcomes such as job satisfaction and citizenship behaviours within the organisation influence the retention of talented healthcare workers (Bogonko & Kathure, 2015). The separation and management of talented staff from the general workforce in the context of the Nigerian health sector increases the efficiency of human resources (Michael et al., 2016). Inadequate promotion of the well-being of the highly skilled health workforce has contributed to their desire to quit, dissatisfaction and failure to behave in a special role (Ingram & Glod, 2016). Thus, there is a need for strategic processes and practises to increase recruitment of talented employees and organisational performance to reach higher levels (Oseghale et al., 2018).

Talent management is one of the most important determinants of various organisational outcomes but is highly misunderstood in a challenging environment such as the health sector (Anlesinya, Dartey-Baah, et al., 2019b; Thunnissen, 2016). The Nigerian health sector is constantly on the lookout for critical factors to sustain job satisfaction among its talented staff and improve their civic behaviour, which will boost their retention rates (Ibidunni et al., 2018). Therefore, improving job satisfaction and adopting effective management practises in the Nigerian health sector influence employees' intention to leave the organisation and ensure that they become civically engaged in the organisation (Ibidunni et al., 2018).

Past researchers have explored that implementing effective talent management practises and policies fosters the right skills, attitudes and behaviours to achieve differentiated transformational value and also respond to external and internal pressures (Katou & Budhwar, 2015; Vaiman & Collings, 2013). Previous researchers have found a significant relationship between talent management practises and individual performance (Bratton & Waton, 2018); differentiated workforce value (Collings et al, 2015; Vaiman & Collings, 2013); organisational commitment (Luna-Arocas & Morley, 2015); sustainable development (Mwila & Turay, 2018); creativity (Othman & Khalil, 2018); employee behaviour and performance outcomes (Eva Gallardo-Gallardo & Thunnissen, 2016).

 Third, surprisingly, research on talent management in Africa is generally sparse and more studies are needed on various aspects of talent management on the continent (Anlesinya, Amponsah-Tawiah, et al., 2019). However, although there are a considerable number of studies on talent management globally (Anlesinya, Amponsah-Tawiah, et al., 2019; Eva Gallardo-Gallardo & Thunnissen, 2016; McDonnell et al., 2017), there is a lack of or less interest in factors that can play an important mediating role in the relationship between

talent management and outcomes (Mensah & Bawole, 2017, 2018; Mousa & Ayoubi, 2019). Similarly, only 6 (14.63 per cent) of the 41 articles across Africa have conducted a mediation study (Anlesinya, Amponsah-Tawiah, et al., 2019). However, in response to this gap, this study aims to explore the mediating role of job satisfaction and organisational citizenship behaviour among the variables to achieve success at both individual and organisational levels. Nonetheless, the importance of talent management practises and their relationships with organisational citizenship behaviour and job satisfaction in the health sector has been little explored in research (Banahene et al., 2017) (Mensah & Bawole, 2018). However, there has been little research on how talent management practises contribute to employee satisfaction that promotes their civic behaviour, which in turn maximises organisational performance and employee retention, especially in health organisations in a developing country like Nigeria (Kakar et al., 2019).

While research across the talent management field appears to be expanding (Gallardo-Gallardo et al., 2015; McDonnell et al., 2017), research on talent management in Africa has yet to gain momentum and can be described as underdeveloped, even though researchers on the continent are showing increasing enthusiasm for the topic. This means that despite the various calls (Gallardo-Gallardo et al., 2015; Lewis & Heckman, 2006) for further research on the topic TM, these have not yet been taken up by researchers in Africa to increase the number of publications on the continent. Similarly, research on talent management in Africa is being driven by various researchers based in South Africa, although various researchers in other African countries have shown some enthusiasm for the field.

Furthermore, only 15 different nations in Africa have been identified as being represented in the empirical research, with the South African setting again receiving a lot of attention compared to the other countries. The high level of enthusiasm for the topic in South Africa may indicate that foundations in South Africa will generally address talent management issues, unlike other countries on the continent. In general, West Africa, North Africa and East Africa are completely unexplored regions in Africa (Anlesinya & Amponsah-Tawiah, 2020). Our conceptual study is a response to the call for scholars to comprehensively study the impact and outcomes of talent management in various industries in Africa, especially in West African countries such as Nigeria (Anlesinya, Amponsah-Tawiah, et al., 2019; Anlesinya, Dartey-Baah, et al., 2019b; Anlesinya & Amponsah-Tawiah, 2020; Muyia et al., 2018).

Research Questions

1.   What is the impact of talent management on job satisfaction, OCB and turnover of talented employee turnover?

2.   What influence does job satisfaction have on OCB and turnover of talented employee turnover?

3.   What influence does OCB have on the turnover of talented employee turnover?

4.   What role do job satisfaction and OCB play in the relationship between TM and talented employee turnover?

Research Objectives

This study has two clear objectives. First, to examine the impact of talent management in its relationship with job satisfaction, OCBs and turnover of talented employees at the individual (employee) level outcomes, and second, to examine the mediating role of job satisfaction and OCBs in the relationship TM and turnover of talented employees. The aim is to provide the first quantitative assessment in the Nigerian health sector of how talent management has direct and indirect effects on job satisfaction, organisational citizenship behaviour and turnover of talented employees.

Theoretical foundations and proposed research model

In this advanced and modern business world, it is evident that more and more organisations have understood and recognised the importance of talent identification for competitive advantage and exceptional performance in organisations (Collings & Mellahi, 2009). However, there is little research on the conceptual and empirical perspectives of talent management (Anlesinya, Dartey-Baah, et al., 2019b; Shen, 2016), nor is there consensus among HRM scholars and practitioners in defining, measuring and identifying organisational talent (Jayaraman et al., 2018). In line with the above, there has been a growing call for multi-level research on talent management (Renkema et al., 2017). For instance, qualitative research in the Nigerian context has shown that individual-level factors such as competence and skills are direct attributes of effective talent management that influence the attitudes of talented employees' attitudes (Oseghale et al., 2018). An important theoretical framework states that talent management is a subset of human resource management that aims to target and develop higher performing and higher potential employees to achieve the overall goals, performance and sustainability of the organisation.

Human Resource Management (HRM) has recently transformed into three main stages, essentially from Personnel Management (PM) to HRM/Strategic HRM and now to a new area, Talent Management (TM) (Saddozai et al., 2017). The concept of TM is closely related to human resource management, but the difference is that HRM focuses on the whole organisation rather than a small group of people called talents (J. Huang & Tansley, 2012). The experience of human resource management (HRM) led to the emergence of the TM approach in the 1990s (Kalra, 1997; Swailes, 2016), and its distinctiveness is increasingly resonating with practitioners and researchers (Swailes (2016); Dries (2013). Employees are currently treated as capital for maintaining the health and competitiveness of the firm. Human capital has been identified as the most valuable asset in any organization (Pandita & Ray, 2018), and it is generally acknowledged that the organization with the best human capital succeeds over the long term.
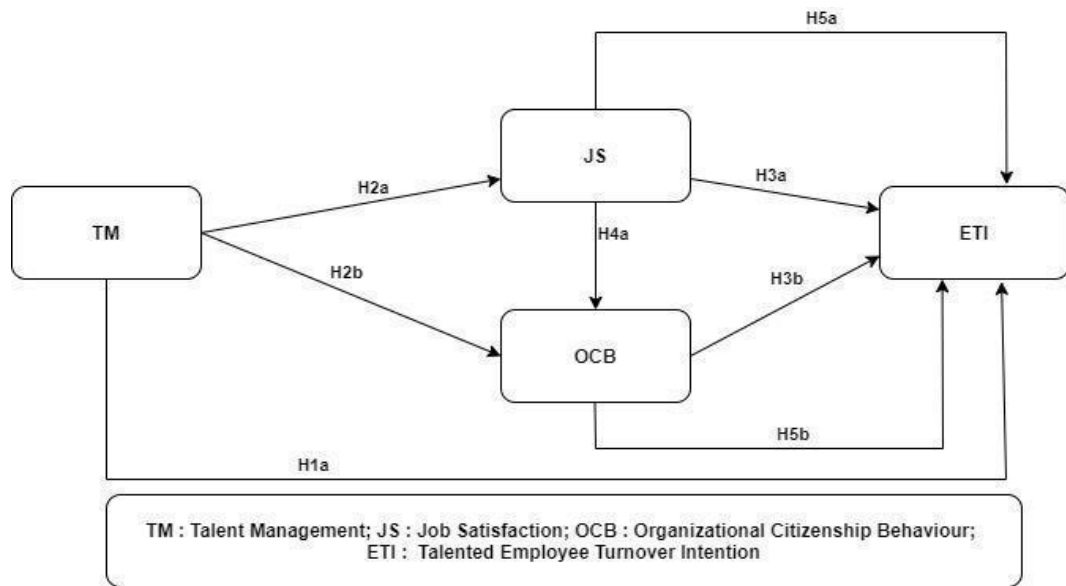
Social Exchange Theory (SET)

The social exchange hypothesis, which underpins the majority of studies on talent management practices, contends that when there is a signal that an organization is supportive, employees are more likely to be engaged and perform at a higher level (Den Hartog et al., 2004; T. C. Huang et al., 2007). According to Blu's Social Exchange Theory (SET), "human relationships are formed by the use of a subjective cost-benefit analysis such that employees repeat behavior that has previously been rewarded and avoid behavior that has previously been reprimanded." Therefore, positive employee behavior is a reflection of how their organizations feel about investing in their growth and well-being. The Social Exchange Theory's point of view, on the other hand, recommends an organizational strategy of using people management methods to convey the values to the talent and this motivates the talent to suitably imbibe the behavior needed to play their roles (Crawford et al., 2010).

From an individual (employee) level perspective, this paper aims to examine the impact of talent management in its relationship with job satisfaction, OCBs, and talented employee turnover. It then looks at the mediating roles of job satisfaction and OCBs in the relationship between TM and talented employee turnover. This conceptual paper explains how talented individuals' views of talent management strategies may influence their performance at work using social exchange theory as a broad framework. Previous studies have supported the application of social exchange theory and the norm of reciprocity to organizations (Cameron & Webster, 2011; Eisenberger et al., 1990; Y. H. Huang et al., 2016; Newman, 2016). Employees once more react to an organization based on how they feel they are treated. Employees now feel obligated to repay the organization

for its perceived investment in or support of it by treating it well and doing excellent work (Wilson et al., 2004).

Source: Authors` Conceptual Framework developed from extant literature

Research Hypothesis

Talent Management and Talented Employee Turnover

The social exchange theory says that when a company promotes the efficient use of talent management procedures, it aids in resolving internal stickiness and employee behavioural consequences (Sousa-Poza & Henneberger, 2004). The relationship between talent management practices and employee turnover is supported by the theory; more specifically, if staff members believe their company fosters a holistic, supportive, and transparent workplace culture, they are more likely to return the favour by refraining from their negative behaviours and attitudes, such as employee turnover. As a result, encouraging outstanding talent management practices that support appropriate rewarding systems (both extrinsic and intrinsic), tends to boost the positive attitudes of the workforce. The effort, calibre, and effective management of the staff inside the organization are key factors in the success of the organization. Therefore, the ability of any organization to nurture management practices that inspire and provide an opportunity for employees to reciprocate, perhaps in abstaining from turnover intention, is a key factor in determining their ability to maintain a sustained competitive advantage (Bjorkman et al., 2013; Chami-Malaeb & Garavan, 2013).

Talented workers see and understand talent management as an organizational support structure that increases their intention to leave (Thunnissen, 2016). Talented staff retention is negatively impacted by it in an indirect manner (Chami-Malaeb & Garavan, 2013; Gelens et al., 2015; Luna-Arocas & Morley, 2015). According to research findings, scholars have investigated talent management (TM) practices and found that they significantly affect employees' performance and behavior (Bjorkman et al., 2013; Gelens et al., 2015; Luna-Arocas & Morley, 2015; Mensah et al., 2016; Mensah, 2019). However, talent management has a direct adverse impact on employees' unproductive behaviors (Mensah, 2019) and an indirect impact on talented employees' intention to leave the company (Gupta, 2019; Mensah & Bawole, 2017).

Talent management supports innovation performance and the retention of talented employees in Nigeria (Salau et al., 2018). The research on the link between TM and talented employee turnover, however, is sparse. In the current study, employees' motivation rises and their intention to leave the company diminishes when they perceive

management support through talent management methods. Therefore, efficient talent management strategies have the side consequence of generating values for organizations, which is employee turnover (Shen, 2016).

H1a: Talent management has a negative effect on talented employee turnover

Relationship between TM, job satisfaction and OCBs

When talented employees perceived their employer shows concern with their well-being in terms of training, creating solutions and responding to their work-life conflict, fringe benefits and contingent rewards, competence development and many more, then most probably they will be more obligated to reciprocate by increasing their positive attitude in term of job satisfaction (Dhamija et al., 2019; Nadiri & Tanova, 2010). Also, highly qualified employees (talents) tend to exhibit organisational citizenship behaviour when they perceive that their organisation encourages development opportunities, career growth and engage in the initiation of a friendly and supportive working environment (Dhamija et al., 2019). They will be happier and more satisfied with their job and show more OCBs. Therefore, in this current research context, when the healthcare organisations in Nigeria provide benefits and satisfiable wellbeing through effective talent management practices, the talented employees as the receiving party are obligated to respond in kind by committing to their job because of the satisfaction received from the healthcare support in fostering effective TM practices.

Scholars explore talent management on talented employee-level outcomes (Mensal et al., 2016; Mensah & Bawole, 2017). Thus, talent management has a direct positive relationship with human resource outcomes such as job satisfaction and OCBs (Gelens et al., 2015; Luna-Arocas & Morley, 2015). Therefore, in the past studies, talent management is a strategy that deals with creating and fostering work support for talents' attitudinal and behavioural wellbeing, and it has a significant effect on job performance and behaviour (Karatepe, 2013). Talent management has a direct positive effect on individual, organisational and macro-level outcomes (Mensah & Bawole, 2017)(Matongolo et al., 2018)(Mwila & Turay, 2018). There is a relationship between TM and human resource outcomes (Kakar et al., 2019). Also, scholars found talent management as a mechanism for enhancing employees` behaviours and attitudes (Deery & Jago, 2015; Tarique & Schuler, 2018; Wadhwa & Tripathi, 2018)

The unconducive talented employee work culture hurts job satisfaction (Dhamija et al., 2019). However, scant attention has been paid to investigate the effect of talent management on talented employee job satisfaction. In this current study, the influence of TM practices in the healthcare sector will increase talented employee job satisfaction and OCBs.

H2a: Talent management has a positive effect on job satisfaction

H2b: Talent management has a positive effect on organisational citizenship behaviour (OCBs)

Relationship between job satisfaction and employee turnover

The act of improving organisational commitment and engagement enhances employees` job satisfaction and reduces talented employees` turnover intention (Zhang et al., 2019). Scholars have explored the direct negative effect of job satisfaction on employee job withdrawal (Hom et al., 2008; Y. H. Huang et al., 2016). The act of firms fostering competence training and development has a significant effect on reducing the adverse employees` attitudes and behaviours such as turnover intention (Proudfoot et al., 2009). Again, past studies have explored some job satisfaction elements that influence employee quit intention, such as selection procedures (Jacobs et al., 2016), organisational interventions (Glisson et al., 2006; Proudfoot et al., 2009), work re-design (Glassop, 2002), supervisor support and work environment affecting employee perception and

attitude to their works (Kirkman & Rosen, 1999; Tang et al., 2014), nature of the work, pay and compensation management reduced employee job dissatisfaction and turnover intention (Wright & Kim, 2004).

This discussion and empirical findings on the impact of employee job satisfaction on employee quit intention proposed that making talented individuals satisfied on their jobs and position through promoting job satisfaction factors such as the right reward management, nature of work, creating wellbeing and relationship between talented employees and employers then it tends to combat the high talented employee turnover rate in the Nigerian healthcare sector.

H3a: Job satisfaction has negative effect on talented employee turnover

OCB and talented employee turnover

Past studies found that an employee who is satisfied with his or her work is likely to engage in organisational citizenship behaviour (OCB) and also not willing to leave his organisation (Akinremi and Adedeji, 2019). Several studies explored the impact of OCBs on employee retention (Y. H. Huang et al., 2016; Lee et al., 2011) and how at various levels (individual, group and organisational) a higher employee job satisfaction leads to organisational citizenship behaviour significantly reduced the tendency of the employees leaving their job or organisation.

Lack of proper talent culture, competent development and appropriate reward support system which are influencers of OCBs negatively and directly associated with talented employee turnover (Akinremi and Adedeji, 2019; Bogonko & Kathure, 2015; Y. H. Huang et al., 2016). Scholars found OCBs as a predictor and antecedent of employee turnover (Podsakoff et al., 2009; Shahin et al., 2014). There is scant attention on exploring the significant effect of OCBs on talented employee turnover (Ibidunni et al., 2018). However, in this current study, fostering higher talented employees` organisational citizenship behaviours posit beneficial to both the talented individual (OCB-I) and organisation (OCB-I) tend to influence talented employee turnover.

H3b: Organisational citizenship behaviour (OCBs) has a negative effect on talented employee turnover.

Relationship between job satisfaction and OCBs

Scholars have explored the relationship between job satisfaction and organizational citizenship behaviour (Banahene et al., 2017). There is a negative relationship between employee job satisfaction and OCB-O (Islam et al., 2014), while OCB has a significant effect on job satisfaction (Banahene et al., 2017). Meanwhile, Organisational citizenship behaviour-organisation (OCB-O) is a consequent of employee job satisfaction (Boiral & Paillé, 2012; Islam et al., 2014; Kim et al., 2019). Some scholars found job satisfaction to have a positive relationship to organisational citizenship behaviour (Islam et al., 2014). In contrast, job satisfaction has a weak relationship and is a predictor of OCB (Pavalache-Ilie, 2014). Thus, his study posits that variation of OCB and employee job satisfaction is based on the employee`s type of job. Employee job satisfaction deals with a specific job attitude that an individual has in reaction to their entire job scope or some specific parts or facets of the job (Judge & Kammeyer-Mueller, 2012). Job satisfaction has shown a significant contribution to both human resource and organisational outcomes and also relates to employee turnover intention (Meyer & Tett, 1993).

However, talented employees tend to be frequently associated with organisational citizenship behaviours when they are satisfied with their work (Pavalache-Ilie, 2014). Job satisfaction has a significant influence on OCB and Job satisfaction has been examined as an antecedent of organisational citizenship behaviour (Islam et al., 2014; Zeinabadi & Salehi, 2011; Zeinabadia, 2010). There is scant research attention that explores the direct effect of talented job satisfaction on OCB (Banahene et al., 2017). Thus, in line with

social exchange theory, talented employees tend to be more OCBs when they are satisfied with their jobs and hence job satisfaction is keen on direct positive influence on OCBs.

H4a: Job satisfaction has a positive effect on organisational citizenship behaviour

Mediating effect of job satisfaction and OCB between TM and talented ET

In few studies (Chami-Malaeb & Garavan, 2013; Gelens et al., 2015; Luna-Arocas & Morley, 2015; Mensah & Bawole, 2017; Mousa & Ayoubi, 2019), researchers examined the mediating effects between TM practices and employee outcomes. Once more, talent management promotes P-O fit as well as employee outcomes (Gelens et al., 2013). A previous study indicated that employee performance and TM are mediated by job satisfaction (Sheihaki Tash et al., 2016). Additionally, it was discovered that job satisfaction in western cultures has a significant role in mediating the relationship between aptitude and desire to leave a job (León & Garca-Saavedra, 2019). The relationship between job satisfaction and talented employee turnover has received little attention as a mediator (Lei et al., 2018; Mensah & Bawole, 2018), despite being a commonly studied outcome or dependent variable. There is a request for more mediatory variables to be examined on the TM relationship because mediating roles between talent management and results are thus largely disregarded (Anlesinya, Amponsah-Tawiah, et al., 2019). Along with that, the social exchange theory encourages complete work satisfaction mediation between talent management and talented employee turnover. The mediatory function of job satisfaction in the relationship between talent management and talented employee turnover has received little attention, which is consistent with the aforementioned investigations by researchers from various contexts and topics.

According to the current research, organizational citizenship behaviour influences the relationship between talent management and results for talented employees, such as employee turnover. Implementation of effective TM practices enhances talented OCB and lowers employee high turnover rate because "the fairness of personal outcomes that employee receives from his organization may have more impact on turnover intentions, and organizational citizenship behaviour (OCB), than the perceived fairness of a firm's procedures" (Nadiri & Tanova, 2010; Vaicondam, 2021). As a result, when there is management support, employees are satisfied and it typically decreases employees' counterproductive behaviour, such as turnover, and improves their work performance (Dirani, 2009; Islam et al., 2014). There is a call for more mediatory factors to be examined on the employee outcomes as a result of the almost neglected mediating function of OCBs between TM and talented turnover intention (Anlesinya, Amponsah-Tawiah, et al., 2019; Anlesinya, Dartey-Baah, et al., 2019b). According to the current study, building an efficient TM that is mediated by OCBs affects the talented employees' intention to leave their jobs. Therefore, the greater and willingness to remain pleased and engage in OCBs, which usually lessens their intention to resign, is seen the more talented people recognize stronger wellbeing and values from their organization (Collings & Mellahi, 2009; Qureshi et al., 2020). Talent management components like culture and retention programs have a large impact on employees' OCBs, which also has a high impact on employee turnover (Banahene et al., 2017).

H5a: Job satisfaction mediates the relationship between talent management and talented employee turnover

H5b: Organisational citizenship behaviour mediates the relationship between talent management and talented employee turnover.

Contributions and implications for future directions

The results of this study demonstrated value for institutions of higher learning, talent, HR practitioners/line managers, the healthcare industry in developing nations, and Nigeria.

Talent management is viewed as having a substantial impact on employee work satisfaction and organizational citizenship behaviour, which helps to lower the turnover rate for talented employees. Thus, this study clarified how talented workers' work behaviours and performances are affected by the sector's aims and values as well as those of the healthcare industry. The goal of the study is to draw a connection between organizational behaviour and the subject of human resource management.

The results demonstrated that, through the mediating functions of job satisfaction and OCBs, talent management had considerable beneficial direct and indirect effects on talented employee turnover. Establishing a novel connection between talent management, OCBs, and job satisfaction, adds to the literature on talent management. Thus, the consistency of talent management and employee outcomes of OCBs and job satisfaction is used to predict and explain the turnover of talented employees.

Theoretically, our study expands on the existing literature by creating both the talent management outcomes and models necessary to sway public opinion and stimulate fresh lines of inquiry in the field of talent management. It also legitimately advances knowledge and practice by demonstrating how businesses can manage their employees in an ethical way. In order to better understand the relationship between employee OCB and TM and how to improve talent retention in the healthcare industry, this theoretical contribution conceptualizes and evaluates the direct relationship between the two.

To influence human resource outcomes including job satisfaction, OCB, and employee turnover, this study fosters the contextual value of accessing talent management strategies. The identification of important talent management outcomes in Africa that are anticipated to have an impact on practice and policy as well as inspire more study on the continent adds to the body of literature on talent management. Scholars often consider it important to highlight various viewpoints, advantages, and opportunities of talent management in other parts of the continent. This is crucial for encouraging sound managerial policy procedures that, thanks to the transformative force of efficient talent management, speed up Africa's anticipated development and growth.

Managerial implications for practitioners

The findings from this study contributes significantly to HR practitioners, consultants and policymakers by enhancing their knowledge about talent management in influencing talented employee outcomes. The findings enable the healthcare organisations to have a knowledge of organisational performance through fostering human capital investment, and an opportunity to enhance talented employees` OCB through the implementation of formalised talent management (TM) within their organizations. Also, this study benefits the Nigerian healthcare organisations in strengthening and capitalizing their potentials in creating values to their entire sector, through inculcating both organisational goals and employee values together in their quest for sustainable performance and talent retention priority. It also urges the healthcare organisations on the best practices and approaches in adopting talent management, utilizing and maximizing their talents` wellbeing, making use of those highly qualified employee and aligning to their potential of executing their wellbeing and satisfaction for value creation and individual work performance (Makram et al., 2017).

The findings from this study will enhance the individual work employability, flexibility and adaptability, talents` competencies and enhancement, which will also enhance their workforce wellbeing and invariably influences their citizenship behaviour, retention and commitment. It is clear to know that overwhelmed employees and the issues of highly dissatisfied workers are not new nowadays, thus, the relentless pace of the competitive business environment today has influenced talents to work performance and their behaviours in the organisation. This study will enhance the individual work performance of highly qualified employees working in healthcare organisations by integrating the

effectiveness of employee job satisfaction and OCB through the implementation of effective TM practices.

This study also conveys the possibilities for efficient management and execution of talent management in the Nigerian healthcare sector. In order to combat the crisis in healthcare organizations, particularly in the human capital management, and to institutionalize TM practices toward policy development for outstanding performances, a systematic framework from the model will be used to promote individual work satisfaction and employees' OCB.

Limitations and suggestions for further research

Firstly, this conceptual paper has focused on the perceptions of talented employees within the federal (Public) healthcare. The direct and indirect effect of talent management on talented employee outcomes cannot be generalised with only talented employees. Therefore, there are needs for further studies in examining the aspects of high turnover in all the employees working in the healthcare sector (both public and private sectors).

Secondly, there is a limited understanding of the boundary condition under which TM can impact or affect the organisational, employee and macro-level outcomes. The future research should consider examining the moderating role of potential mediating and moderating variables on the TM and its outcomes. This recommendation is in support of many mechanisms needed to ascertain the conversion of talent management into the desired impact of various outcome levels. This conceptual study focused wholly on examining the individual (employee) outcome level.

Although a few studies on talent management have been examined, none has focused on the particular context of Africa. Also, in the empirical and conceptual domain the global talent management research has been examined (Anlesinya, Amponsah-Tawiah, et al., 2019; Tarique & Schuler, 2012, Kelana et.al., 2016). Notwithstanding, none has zeroed in on talent management outcomes and how they affect counterproductive behaviour among the talented employees in Africa.

Conclusion

As a result of our investigation, we can conclude that talent management affects talented individuals' turnover in both direct and indirect ways, considering the mediating roles of job satisfaction and OCBs. It could be claimed and contested that employing talent management practise benefits organizations in developed nations as well as the healthcare industry in Africa. In order for talented individuals to reciprocate and produce great results, management must recognize and meet their expectations. Additionally, management should communicate the availability and scope of talent management and provide information on how the company plans to address its employees' needs for OCBs and job satisfaction. This conceptual article adds to the talent management literature by introducing a substantial organizational behaviour (OCBs) mechanism. This study establishes a relationship between organizational behaviour and human resource management to examine the effects of talent management on talented employee turnover. This study shows that effective talent management is insufficient to maintain and retain talented employees in Nigeria's public healthcare system. The partial mediating models hypothesised by the SET model were supported, indicating that effective talent management necessitates both OCB and talented employees' job satisfaction to lower turnover rates. According to this study, in order to achieve efficient talent retention, talent management must be implemented effectively in Nigerian healthcare and be supported by appropriate procedures.

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