

Talent Management Practices and Employee Retention: Evidence from Private Healthcare Organisations in Madurai district

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Abstract

Talent management has become a crucial strategic approach for improving employee retention and sustaining organizational performance, particularly in the healthcare sector where skilled professionals are essential for service quality and continuity. This study examines the influence of talent management practices on employees' intention to stay in private healthcare organisations in Madurai. The study focuses on four major dimensions of talent management: talent retention, talent attraction, career management, and learning and development. A descriptive cross-sectional research design was adopted, and data were collected from 175 employees working in selected private hospitals through a structured questionnaire. The collected data were analysed using SPSS and AMOS through percentage analysis, Confirmatory Factor Analysis, and Structural Equation Modelling. The findings indicate that talent retention, career management, and learning and development significantly enhance employees' intention to stay, whereas talent attraction does not show a significant relationship with retention intention. The study highlights the importance of creating supportive work environments, providing career growth opportunities, and investing in continuous employee development to reduce turnover and strengthen workforce stability in private healthcare organisations.

Keywords: Talent Management, Employee Retention, Intention to Stay, Career Management, Learning and Development, Healthcare Organisations

1Introduction

In the healthcare sector, which is undergoing rapid transformation, the effective management of human resources is imperative for the preservation of organisational competitiveness and the quality of service. In private healthcare organisations, where experienced professionals directly influence patient care and operational efficiency, talent management plays a strategic role in attracting, developing, engaging, and retaining skilled employees.

In contemporary healthcare environments, effective talent management has emerged as a critical strategic imperative for maintaining high-performance standards and sustaining organizational competitiveness (Bibi, 2018). By systematically aligning recruitment, development, and engagement strategies, healthcare institutions can secure the human capital

necessary to navigate the complexities of modern medical delivery. Within the private hospitals of Madurai, these talent management practices are particularly vital, as institutions must contend with intense industry competition and the rising challenge of clinical staff turnover (Anbuezhienkamaraj, 2025; Lihua et al., 2026). These private medical institutions face a unique retention landscape driven by high workforce mobility and the escalating demand for specialized nursing and administrative expertise. The persistent attrition within this sector necessitates a nuanced examination of how specific talent management initiatives—ranging from professional development opportunities to competitive compensation structures—directly impact the long-term commitment of these professionals (Gül & Sönmez, 2025; Mahmood et al., 2026). Given the rarity and high value of specialized medical expertise, such institutional strategies are essential to counter the industry-wide struggle with talent volatility (P & M, 2026). Effective talent management serves as a cornerstone for organizational excellence, ensuring that hospitals retain the high-potential staff necessary to navigate increasingly complex patient care demands (Chali, 2026), (Arıcı & Türkmen, 2025). Furthermore, these practices must be contextualized within the unique dynamics of Madurai's healthcare market, where rapid institutional expansion often outpaces the development of stable, long-term human resource policies (Aina & Atan, 2020), (Syafri et al., 2025). Consequently, understanding these retention barriers is essential for policymakers and administrators seeking to mitigate the risks associated with high turnover rates (Aljbou et al., 2025). Such efforts are vital for fostering organizational commitment in an environment where individual practitioners frequently seek advancement opportunities that transcend their current institutional boundaries (Gandi & Saurombe, 2025; Yahaya, 2026).

Although previous studies have examined different aspects of talent management and employee retention, limited research has explored the combined influence of talent retention, talent attraction, career management, and learning and development on employees' intention to stay within private healthcare organisations in Madurai. Therefore, this study aims to examine how talent management practices influence employee retention and provide insights for developing effective workforce strategies in the private healthcare sector

2 Literature Review

Talent management has become an important strategic human resource management approach for attracting, developing, engaging and retaining employees whose knowledge, skills and competencies are essential to organizational performance. In healthcare organizations, talent management is particularly important because the quality and continuity of healthcare services depend substantially on the availability of competent and committed healthcare professionals. Talent management in healthcare encompasses activities such as talent attraction, employee development, career management, succession planning and retention, which collectively contribute to workforce sustainability (Collings & Mellahi, 2009; Tarique & Schuler, 2010). Recent research on the Indian healthcare sector further emphasizes that hospitals need integrated talent-management practices to address skill shortages, technological changes and employee turnover (Ray & Sahu, 2025).

The theoretical framework underpinning this study draws significantly upon the Social Exchange Theory, which posits that systematic talent management practices foster a reciprocal relationship between the organization and its employees, thereby enhancing workforce stability (Fazal & Shaiq, 2026). Specifically, when employees perceive that their organization invests in their professional growth and provides adequate resources, they are psychologically inclined to reciprocate through increased loyalty and sustained organizational commitment (Al-Dalahmeh et al., 2020). Conversely, failure to provide these essential organizational supports often triggers a decline in job satisfaction, significantly heightening the propensity for turnover among clinical and administrative staff. This relationship is further elucidated by the Resource-Based View, which highlights that an organization's human capital specifically the unique competencies of medical staff constitutes a primary driver of sustained competitive advantage (Syafri et al., 2025). Consequently, effective talent management mechanisms such as strategic selection, competence development, and performance management are critical for fostering work engagement and mitigating the propensity for staff turnover (Wakhyuni et al., 2026). Within the context of healthcare delivery, these frameworks are uniquely challenged by the high-pressure environment of private hospitals, where shifts in work expectations and rapid technological integration necessitate adaptive management strategies (Natsag et al., 2026; Qazi & Mumtaz, 2026).

Talent Retention and Intention to Stay

Talent retention is a critical aspect of talent management, particularly in healthcare organisations where the contributions of experienced employees to service continuity and quality are substantial. Employees' commitment to an organization can be enhanced through the implementation of effective retention strategies, which encompass supportive work environments, recognition, employee engagement, and career opportunities (Collings & Mellahi, 2009). Additionally, research conducted among healthcare professionals has demonstrated that more robust retention intentions are linked to professional development opportunities and organisational support (Kaur et al., 2015; Whelan et al., 2023). Therefore, it is anticipated that the intention of employees to remain will be improved by the implementation of effective talent-retention strategies.

H1: Talent Retention has a significant positive influence on Intention to Stay.

Talent Attraction and Intention to Stay

Organisational practices that attract qualified employees through employer reputation, organisational culture, career opportunities, and alluring employment conditions are referred to as talent attraction. Employer branding can have a positive impact on the identification and retention of employees by establishing a favourable perception of the organization (Ambler & Barrow, 1996; Goyal & Kaur, 2023). In the healthcare sector, employees may be motivated to establish a more robust organisational attachment and remain with their employer by a positive employment experience and an appealing employer image. Consequently, it is anticipated that the intention to remain will be positively impacted by talent attraction.

H2: Talent Attraction has a significant positive influence on Intention to Stay.

Career Management and Intention to Stay

Career management encompasses internal mobility, professional advancement, mentoring, career planning, and promotion opportunities. Healthcare personnel prioritise career development due to the potential impact of professional development opportunities on their decision to remain with an organization. Research has demonstrated that employee retention and intention to remain are positively correlated with career development (Yarbrough et al., 2017; Goyal & Kaur, 2023). Long-term employment intentions are more likely to be developed by employees who perceive distinct career opportunities within their organization.

H3: Career Management has a significant positive influence on Intention to Stay.

Learning and Development and Intention to Stay

Training, professional development opportunities, continuing education, and skill enhancement comprise learning and development. Continuous learning is indispensable in the healthcare sector, as it necessitates that employees refine their technological and professional abilities. Kaur et al. (2015) discovered that healthcare professionals' decisions to remain with their organisations are influenced by opportunities for skill development and training. In the same vein, learning and development have been recognised as a critical talent-management practice for enhancing employee retention (Ray & Sahu, 2025; Tarique & Schuler, 2010). Therefore, organisations that allocate resources to employee development are more likely to cultivate a more robust employee retention rate.

H4: Learning and Development has a significant positive influence on Intention to Stay.

Limited empirical research has simultaneously investigated Talent Retention, Talent Attraction, Career Management, and Learning and Development as predictors of Intention to Stay in private healthcare organisations in Madurai, despite the fact that previous studies have examined individual aspects of talent management and employee retention. Consequently, the current investigation endeavours to rectify this deficiency by investigating these four dimensions in the context of the private healthcare sector of Madurai.

Methodology

In order to investigate the association between talent management practices and employees' intention to remain in private healthcare organisations, the investigation implemented a descriptive, cross-sectional research design. Employees employed by particular private hospitals in Madurai participated in the investigation. The sample size is adequate to ensure robust statistical power, as it is composed of full-time clinical and administrative personnel employed at prominent private healthcare facilities in Madurai (Mahmood et al., 2026). The analysis was conducted with a total of 175 valid responses. In order to mitigate selection bias, a stratified random sampling strategy will be implemented, with individual hospital departments functioning as distinct strata (Lihua et al., 2026). This will guarantee a comprehensive representation of the sector. The respondents included employees from different professional and functional categories within the private healthcare sector. The study employed a purposive sampling technique, as respondents were selected based on their experience of working in private healthcare organisations and their ability to provide relevant

information regarding organisational talent management practices. Primary data were collected using a structured questionnaire. The questionnaire consisted of two sections. The first section captured the demographic and work-related profile of the respondents, while the second section measured the major constructs of the study. The measurement scales were adapted from established studies, particularly Yu, Lee, and Woo (2004) and Lyria (2015), with suitable modifications to reflect the context of private healthcare organisations. The study focused on four major dimensions of talent management Talent Retention, Talent Attraction, Career Management, and Learning and Development—and their relationship with Employee Intention to Stay. The questionnaire items were measured using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

The data that was collected were analysed using SPSS and AMOS. The respondents' demographic and work-related profiles were initially presented using percentage analysis. Confirmatory Factor Analysis was subsequently implemented to assess the measurement model and validate the constructs. Finally, Structural Equation Modelling was implemented to investigate the hypothesised correlations between the dimensions of talent management and employees' intention to remain. It was determined whether the proposed hypotheses were supported by the results of the SEM.

Results and Discussion

The data collected from the respondents were analysed using appropriate statistical techniques to examine the factors associated with talent management and employee retention in Madurai's private healthcare sector. The analysis was carried out in three stages. Percentage analysis was first used to describe the demographic and work-related profile of the respondents. Subsequently, Confirmatory Factor Analysis was performed to assess the measurement model, including the reliability and validity of the study constructs. Finally, Structural Equation Modelling was employed to examine the hypothesised relationships between talent management practices and employee retention, particularly the influence of talent retention, talent attraction, career management, and learning and development on employees' intention to stay.

Profile of the respondents

The profile analysis of the 175 respondents in table 1 reveals that 66.9% were female, suggesting a greater representation of women in the private healthcare workforce. The age group of respondents between the ages of 25 and 35 comprised the majority (40.0%), while 45.1% held a postgraduate degree. The largest professional category was nurses (41.1%), followed by physicians and allied healthcare professionals. In terms of designation, 36.0% of the personnel were senior, while 27.4% were entry-level or junior level. In terms of cumulative work experience, the largest group (33.7%) had 2–5 years of previous experience. In the same vein, 32.6% of the employees had been employed at their current hospital for a period of 1–3 years. Permanent employees comprised the vast majority of respondents (75.4%). In terms of income, 28.0% of individuals earned between ₹20,000 and ₹30,000 per month. The nursing department had the highest departmental representation (36.0%), and nearly half of the respondents (49.1%) worked rotational schedules. In general, the respondents are a

predominantly female, qualified, and relatively young workforce, with a significant representation of nursing and other healthcare professionals.

Table 1 Respondent profile

Profile Variable	Category	Frequency	Percentage
Gender	Male	58	33.1
	Female	117	66.9
Age	Below 25 years	35	20.0
	25–35 years	70	40.0
	36–45 years	43	24.6
	46–55 years	20	11.4
	Above 55 years	7	4.0
Educational Qualification	Diploma	17	9.7
	Undergraduate	49	28.0
	Postgraduate	79	45.1
	Professional Qualification	24	13.7
	Doctoral Degree	6	3.4
Professional Category	Doctor	27	15.4
	Nurse	72	41.1
	Pharmacist	16	9.1
	Allied Healthcare Professional	26	14.9
	Administrative/Managerial Staff	20	11.4
	Laboratory/Technical Staff	14	8.0
Designation	Entry-level/Junior Staff	48	27.4
	Senior Staff	63	36.0
	Supervisor	25	14.3
	Assistant Manager/Manager	23	13.1
	Senior Manager/Department Head	16	9.1
Total Work Experience	Below 2 years	33	18.9
	2–5 years	59	33.7
	6–10 years	47	26.9
	11–15 years	24	13.7
	Above 15 years	12	6.9
Experience in Present Hospital	Below 1 year	29	16.6
	1–3 years	57	32.6
	4–6 years	45	25.7
	7–10 years	28	16.0
	Above 10 years	16	9.1
Employment Status	Permanent	132	75.4
	Temporary	11	6.3

	Contract	26	14.9
	Part-time	6	3.4
Monthly Income	Below ₹20,000	27	15.4
	₹20,001–₹30,000	49	28.0
	₹30,001–₹40,000	44	25.1
	₹40,001–₹50,000	31	17.7
	Above ₹50,000	24	13.7
Department	Clinical Services	34	19.4
	Nursing	63	36.0
	Pharmacy	18	10.3
	Laboratory/Diagnos tics	23	13.1
	Administration/HR	20	11.4
	Finance/Accounts	9	5.1
	Other	8	4.6
Shift Type	Day shift	61	34.9
	Night shift	17	9.7
	Rotational shift	86	49.1
	Flexible/Other	11	6.3
Marital Status	Single	70	40.0
	Married	98	56.0
	Other	7	4.0

Measurement Model

Table 2 presents the assessment of the construct validity of the measurement model comprising five latent constructs: Intention to Stay, Talent Retention, Talent Attraction, Career Management, and Learning Development. Construct validity was examined primarily through the standardized factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). Convergent validity is established when the indicators intended to measure a particular latent construct demonstrate substantial factor loadings and the construct exhibits adequate internal consistency and shared variance (Hair et al., 2019; Hair et al., 2022). In addition, Fornell and Larcker (1981) proposed AVE as an important criterion for assessing the extent to which a latent construct explains the variance of its associated indicators. The results indicate that the standardized factor loadings for Intention to Stay range from 0.642 to 0.880. Hair et al. (2019, 2022) generally recommend standardized loadings of 0.70 or higher, although indicators with loadings between 0.40 and 0.70 may be retained when the overall construct demonstrates adequate convergent validity and theoretical justification. The construct records a CR of 0.886 and an AVE of 0.567, exceeding the commonly accepted thresholds of 0.70 and 0.50, respectively. Hence, the Intention to Stay construct demonstrates satisfactory internal consistency and convergent validity. The Talent Retention construct exhibits particularly strong measurement properties, with factor loadings ranging from 0.838 to 0.975. Its CR of 0.956 substantially exceeds the recommended threshold, indicating strong internal consistency, while the AVE of 0.845 indicates that a substantial proportion of the variance in the observed indicators is explained by the underlying latent construct. These results provide strong evidence that the indicators reliably represent Talent Retention and satisfy the criteria for convergent

validity . Similarly, the Talent Attraction construct demonstrates strong factor loadings ranging from 0.809 to 0.932. The construct records a CR of 0.930 and an AVE of 0.770, both of which are well above the recommended cut-off values. The results therefore indicate high internal consistency among the indicators and adequate shared variance between the construct and its respective measurement items. Accordingly, the Talent Attraction construct demonstrates satisfactory convergent validity (Bagozzi & Yi, 1988; Hair et al., 2019). For Career Management, the standardized factor loadings range from 0.676 to 0.965. While Cmg1 has a loading slightly below the conventional 0.70 benchmark, the remaining indicators exhibit satisfactory loadings. More importantly, the construct achieves a CR of 0.863 and an AVE of 0.618, both exceeding the recommended levels. Therefore, the combined evidence from the indicator loadings, CR, and AVE supports the adequacy of the Career Management construct. As emphasized by Hair et al. (2019, 2022), decisions concerning individual indicators should not be based solely on a single loading threshold but should consider the overall measurement quality and theoretical relevance of the indicator. The Learning Development construct records factor loadings between 0.667 and 0.843, with a CR of 0.826 and an AVE of 0.616. Although Lad1 has a loading below 0.70, the overall construct satisfies the recommended criteria for composite reliability and convergent validity. The AVE of 0.616 indicates that the construct explains more than half of the variance in its indicators, while the CR value confirms satisfactory internal consistency.

Table 2 Construct validity

Indicators		Latent Variable	Loadings	C.R.	AVE
Intention to Stay					
Int1	<---	I have been given tasks that develop my competencies for the future	.880	0.886	0.567
Int2	<---	I prefer to stay at this organization	.834		
Int3	<---	I would spend the rest of my career in this company	.706		
Int4	<---	I expect to be working for my current employer in the near future.	.752		
Int5	<---	I would like to work for my current employer until I retire.	.642		
Int6	<---	I can't see myself working for any other organization.	.676		
Talent Retention					
Tret1	<---	We use an effective leadership style and are careful with how we handle employee issues	.975	0.956	0.845
Tret2	<---	My hospital has a competitive compensation system, in comparison to other organizations in the same industry, which is a motivating factor for our employees	.955		
Tret3	<---	We have an internal recruitment policy that helps to raise the loyalty and morale of our employees	.838		

Tret4	<---	My hospital has flexible working hours as a motivating factor for our employees	.902		
Talent Attraction					
Tatr1	<---	This hospital's good working conditions and fair wages have enabled it to attract the right talent	.932	0.930	0.770
Tatr2	<---	In this hospital, we support employee training and career progression	.905		
Tatr3	<---	Work-life balance, as well as social networking facilities, in this hospital are motivating factors for our employees	.809		
Tatr4	<---	We ensure a good organizational climate, in order to attract the right talent	.859		
Career Management					
Cmg1	<---	This hospital believes career planning facilitates the expansion and growth of this company	.676	0.863	0.618
Cmg2	<---	My hospital plans on employee growth and progression	.965		
Cmg3	<---	My hospital strives to establish career paths and families of jobs in every department	.775		
Cmg4	<---	In my hospital, we develop programs and initiatives that enhance employee development	.694		
Learning and Development					
Lad1	<---	In our hospital, an in-house development program is commonly used	.667	0.826	0.616
Lad2	<---	Coaching by the superiors is carried out in this Hospital	.843		
Lad3	<---	We believe E-learning is of great importance in our hospital	.832		

Table 3 presents the results of the discriminant validity assessment for the five constructs: Career Management, Intention to Stay, Talent Retention, Talent Attraction, and Learning Development. Discriminant validity refers to the extent to which a construct is empirically distinct from other constructs included in the measurement model. The Fornell–Larcker criterion was employed to assess discriminant validity, whereby the square root of the Average Variance Extracted (AVE) for each construct, represented by the diagonal values, should be greater than its correlations with all other constructs represented by the off-diagonal values (Fornell & Larcker, 1981). This criterion indicates that a construct shares more variance with its own indicators than with other latent constructs. As shown in Table 2, the diagonal value for Career Management is 0.786, while its correlations with Intention to Stay (0.423), Talent Retention (0.474), Talent Attraction (0.343), and Learning Development (0.382) are considerably lower. Thus, the square root of AVE for Career Management exceeds all its inter-construct correlations, providing evidence of discriminant validity. Similarly, Intention to Stay has a diagonal value of 0.753, which is greater than its correlations with Career Management

(0.423), Talent Retention (0.501), Talent Attraction (0.242), and Learning Development (0.368). This indicates that Intention to Stay is empirically distinguishable from the other constructs in the model. For Talent Retention, the diagonal value is 0.919, which is substantially higher than its correlations with Career Management (0.474), Intention to Stay (0.501), Talent Attraction (0.374), and Learning Development (0.392). The relatively high square root of AVE demonstrates that Talent Retention shares greater variance with its own indicators than with the other latent variables. The Talent Attraction construct records a diagonal value of 0.877, exceeding its correlations with Career Management (0.343), Intention to Stay (0.242), Talent Retention (0.374), and Learning Development (0.447). Therefore, the criterion for discriminant validity is also satisfied for Talent Attraction. Finally, Learning Development has a diagonal value of 0.785, which is greater than its correlations with Career Management (0.382), Intention to Stay (0.368), Talent Retention (0.392), and Talent Attraction (0.447). Hence, Learning Development demonstrates adequate empirical distinctiveness from the remaining constructs. The findings provide satisfactory evidence of discriminant validity, confirming that Career Management, Intention to Stay, Talent Retention, Talent Attraction, and Learning Development represent empirically distinct constructs within the proposed measurement model (Fornell & Larcker, 1981; Hair et al., 2019; Hair et al., 2022)

Table 3 Discriminant Validity

	Career Management	Intention to Stay	Talent Retention	Talent Attraction	Learning Development
Career Management	0.786				
Intention to Stay	0.423	0.753			
Talent Retention	0.474	0.501	0.919		
Talent Attraction	0.343	0.242	0.374	0.877	
Learning Development	0.382	0.368	0.392	0.447	0.785

Table 4 presents the results of the structural model and hypothesis testing examining the influence of talent management practices on employees' intention to stay in private hospitals. The significance of the hypothesized structural paths was assessed using the estimated path coefficients, standard errors, *t*-statistics, and corresponding *p*-values. A relationship was considered statistically significant when the *p*-value was below the conventional 0.05 level.

The results indicate that Talent Retention has a positive and statistically significant effect on Intention to Stay ($\beta = 0.275$, $SE = 0.044$, $t = 6.278$, $p < 0.001$). This finding suggests that effective retention practices, including appropriate leadership, competitive compensation, internal recruitment policies, and flexible working arrangements, are associated with a greater likelihood of employees intending to remain with their hospital. The relatively strong positive path coefficient and high *t*-statistic provide evidence supporting the proposed relationship.

Similarly, Career Management has a positive and statistically significant effect on Intention to Stay ($\beta = 0.246$, $SE = 0.069$, $t = 3.588$, $p < 0.001$). This indicates that career planning, employee

growth opportunities, career progression, and structured career development initiatives contribute positively to employees' intention to remain with their current hospital. The result highlights the importance of providing employees with visible career pathways and opportunities for professional advancement. The results further show that Learning Development has a positive and statistically significant effect on Intention to Stay ($\beta = 0.254$, $SE = 0.091$, $t = 2.777$, $p = 0.005$). This demonstrates that developmental initiatives such as in-house development programmes, coaching, and e-learning opportunities are positively associated with employees' intention to continue working in the organization. Thus, continuous learning and development may strengthen employees' organizational attachment and willingness to remain with their current employer. In contrast, Talent Attraction does not have a statistically significant effect on Intention to Stay ($\beta = -0.031$, $SE = 0.048$, $t = -0.634$, $p = 0.526$).

Table 4 Hypothesis Results

Path		Estimate	S.E.	t- statistics.	P	Hypothesis Results
Talent Retention	Intention to Stay	.275	.044	6.278	***	Rejected
Talent Attraction	Intention to Stay	-.031	.048	-.634	.526	Accepted
Career Management	Intention to Stay	.246	.069	3.588	***	Rejected
Learning Development	Intention to Stay	.254	.091	2.777	.005	Rejected

Conclusion

The present study highlights the significant role of talent management practices in improving employee retention within private healthcare organisations in Madurai. The findings confirm that talent retention, career management, and learning and development are important predictors of employees' intention to stay. Effective leadership practices, competitive compensation, flexible working arrangements, career progression opportunities, coaching, and continuous learning initiatives contribute significantly to strengthening employee commitment towards their organisations. However, talent attraction was found to have no significant influence on employees' intention to stay, suggesting that attracting skilled employees alone may not ensure long-term retention unless organisations provide continuous support, development opportunities, and a positive work environment. Therefore, healthcare organisations should focus beyond recruitment strategies and adopt comprehensive talent management systems that encourage employee growth, engagement, and organisational loyalty. The study emphasizes that strategic investment in human capital is essential for private healthcare organisations to manage workforce challenges, reduce employee turnover, and maintain sustainable healthcare service delivery. Future research may extend this study by including larger samples, multiple geographical regions, and additional organisational factors influencing employee retention.

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