



Talent Management and Career Satisfaction of Medical Doctors in Rivers State

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Abstract: *The aim of this study is to investigate the relationship between talent management and career satisfaction of medical doctors in Rivers State. The study adopts descriptive research methods and the study population comprises of 550 doctors across hospitals in Rivers State. A sample size of two hundred and twenty-six (226) medical doctors were drawn from the population. The study adopted the simple random sampling technique. Talent management was operationalized using talent retention and talent attraction while the measures of career satisfaction was affective career satisfaction and cognitive career satisfaction. The data were analyzed using the Spearman Rank Order Correlation. The result revealed that there exist a significant and positive correlation between the dimensions of talent management with the measures of career satisfaction. It was concluded that talent management is a key factor in enhancing the career satisfaction of doctors. It was thus recommended that administrator of medical facilities and the Ministry of Health, Rivers state should work to implement all compensation strategies required to keep talent in the field, as doing so will increase their career satisfaction.*

Keywords: *Talent Retention, Talent Attraction, Affective Career Satisfaction, Cognitive Career Satisfaction.*

1.0 Introduction

At present, a very large number of organizations operate in a perplexing, diverse, dynamic, profoundly competitive and incredibly unstable condition, and face issues that have often not yet even developed or emerged (Tarique & Schuler, 2010). Career satisfaction is a crucial component of any job where people are paid a livelihood. Every employee strives to work in a pleasant atmosphere where they can be content while doing their jobs. The degree of overall happiness attained through one's choice of jobs is known as career satisfaction (Zingesser, 2004). Jobs may be lucrative but not always happy, which makes it challenging for people to avoid taking such risks. An individual must conduct study on a job before deciding to pursue it as a career. Candidates are never interested in jobs that do not provide them with a deep sense of fulfillment.

The sensitive nature of the healthcare institution stems from the nature of human existence that defined the field. Health workers are treated with respect in developed countries, and the level of welfare available there cannot be compared to that in Nigeria. People continue to be perplexed as to why laboratory scientists, medical physicians, and nurses in Nigeria always go on strike. The reasons are obvious; due to the delicate nature of their job, the majority of them stayed up late working in hospitals to save lives. Second, the government has not demonstrated a strong enough

commitment to provide hospitals with the most modern medical technology that will be used to treat patients without sending them to a private hospital where such equipment is available.

Hence, given that modern organizations are expected to accomplish more with fewer resources, talent management is predicated on the idea that employees are now every organization's most costly and valuable assets. In order to attract, engage, develop, and keep top performers in a company, talent management is a systematic process. It consists of all procedures, tasks, plans, techniques, and policies that are designed to attract and keep a top-notch workforce. Having the right people in the right positions at the right times, doing the right things, and being in the right places are all aspects of talent management. (Devine & Powell, 2008). Talent management will produce innovations and economic advantages that rivals will find difficult to match. A company, like a machine, will not operate efficiently if crucial components such as processes, systems, and structures are out of alignment or impeded by friction between them (Armstrong, 2017). According to some claims, talent management plays a beneficial and substantial role in the recruitment, development, and retention of talented employees (Monandi & Ombui, 2019).

Furthermore, talent attraction, growth, and retention help businesses find people who might be able to assume leadership roles in the future. This plan aims to develop talent groups with leadership abilities (Monandi & Ombui, 2019).

Statement of the Problem

The Nigerian healthcare industry is facing a serious talent shortage, which is made worse by the emigration of the skilled workforce to industrialized nations. According to the World Health Organization (WHO), poor health outcomes such as the expenses associated with output losses brought on by worker emigration and ineffective workforce management drain the economies of countries (World Health Organization, 2017). Consequently, few researches works show that Rivers State has a relative number of healthcare facilities but the performance of the healthcare sector is predominantly hindered by a lack of qualified health workers. However, insufficient talent health workforce contributes to Rivers State's poor performance in the sector.

Aim and Objectives of the Study

The aim of this study is to investigate the relationship between talent management and career satisfaction of medical doctors in Rivers State. Specifically, the study sought to:

- i. Investigate the relationship between talent retention and career satisfaction of medical doctors in Rivers State
- ii. Investigate the relationship between talent attraction and career satisfaction of medical doctors in Rivers State

Research Questions

Based on the specific objectives the following questions were raised:

- i. To what extent is the relationship between talent retention and affective career satisfaction of medical doctors in Rivers State?

- ii. To what extent is the relationship between talent retention and cognitive career satisfaction of medical doctors in Rivers State?
- iii. To what extent is the relationship between talent attraction and affective career satisfaction of medical doctors in Rivers State?
- iv. To what extent is the relationship between talent attraction and cognitive career satisfaction of medical doctors in Rivers State?

Research Hypotheses

Based on the specific objectives the following null hypotheses were formulated.

H₀₁: There is no significant relationship between talent retention and affective career satisfaction of medical doctors in Rivers State.

H₀₂: There is no significant relationship between talent retention and cognitive career satisfaction of medical doctors in Rivers State.

H₀₃: There is no significant relationship between talent attraction and affective career satisfaction of medical doctors in Rivers State.

H₀₄: There is no significant relationship between talent attraction and cognitive career satisfaction of medical doctors in Rivers State.

2.0 Review of Related Literature

The study is based on the human capital theory by Becker's (1964). According to this theory, a key factor influencing employee success is human capital, which is the combination of an employee's skills, knowledge, and abilities. In the area of human resource management, the theory has been widely applied (Crook, Todd, Combs, Woehr, & Ketchen, 2011; Fisher, 2009). Based on the theory, investing in human capital makes an organization more competitive and improves productivity (Kessler & Lulfesmann, 2006). Therefore, organizations that seek goal congruence and concentrate more on keeping top performers will reap long-term rewards from their significant investment in them. Employees will be inventive and creative, easily useful, and available to the organization to do the right job for all the right reasons if they are sufficiently invested in, well managed, and retained, and goal achievements will become obvious and visible.

Operational framework

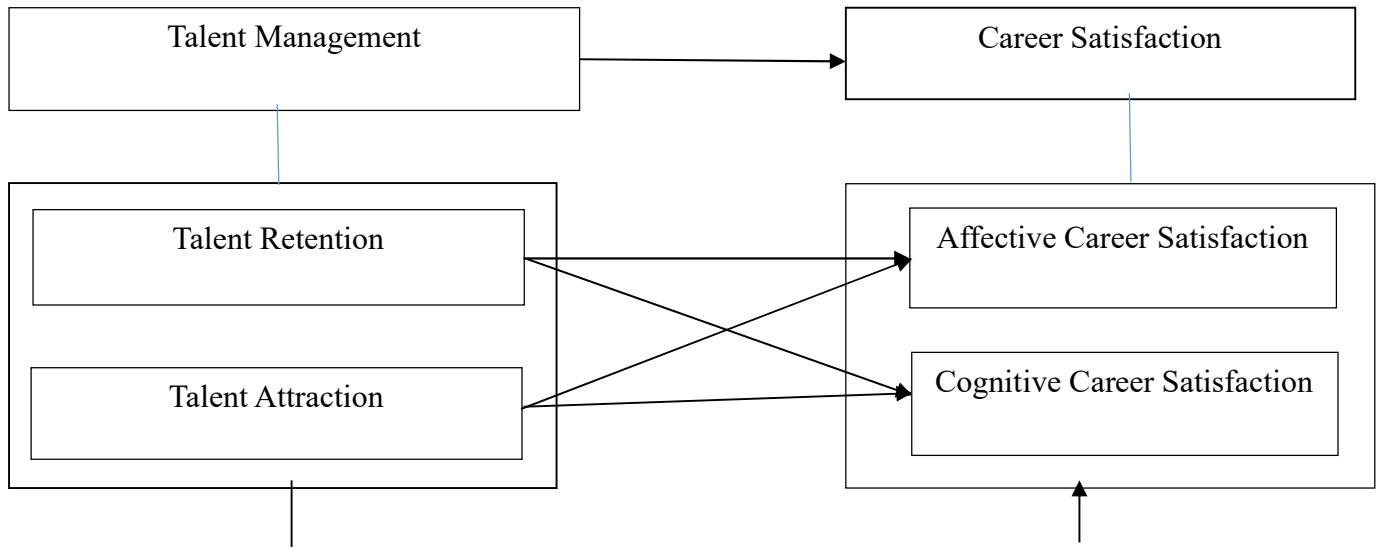


Fig. 1.1 Operational Framework of Talent Management and Career Satisfaction of professional medical doctors in Rivers State

Source: adapted from (Koltapeh, Forotageh, Afruz, & Hossein, 2015; Oladapo, 2014; Shirkhani & Nazari, 2014); Thompson and Phua (2012)

Concept of Talent Management

According to Zhang, et al. (2012), talent is one of the essential resources for organizations to gain a competitive advantage, and talent management will fail without top management commitment to keeping its workforce (Lockwood, 2006; Izwar & Aerni, 2014). As employees start to see themselves as a part of the organization, add value to the organization, and stay glued to it, effective talent management endears talented employees to an organization. It makes sure that workers conduct themselves in a professional manner at all times, serve meritoriously, and are surrounded by the right individuals who are seasoned professionals who have excelled in their respective professions and have the necessary integrity, skills, and experience. This study, however, regards talent management as a process of attracting talents, developing skills, exploiting talents and retaining talents by the human resource department of the organization. Mäkelä, Björkman, and Ehrnrooth (2010) in their perspective maintained that talent management is the firm’s endeavour to recruit people, choose them, develop them and retain them. Cascio (2006) contended that talent management is concerned with the practices of human resource management such as recruitment, retention, development, rewarding, motivation and strategic workforce planning. But Vance (2006) stressed that talent management is the anticipation of actual required human capital the firm needs and then set plans to meet the needs.

Dimensions of Talent Management

Talent attraction, talent development, and talent retention are defined by a number of academics, including Koltapeh, Forotageh, Afruz, & Hossein (2015), Oladapo (2014), and Shirkhani & Nazari (2014).

Talent Retention: Talent retention, according to Armstrong and Taylor (2014), includes employer branding, employee value proposition, recruitment, and selection. Talent is sourced both within and externally by businesses. Internal sources are the best place to find potential talent because employees already have the necessary knowledge of how businesses function. On the other hand, Mangusho et al. (2015) suggested using external sources of recruitment if the firms wish to start making significant adjustments or renewing their organizational cultures. Employee retention is enhanced when they receive remuneration and benefits, work in a positive environment, have opportunities for advancement, and can balance work and personal obligations (Messmer, 2006). All of an organization's likely practices, policies, procedures, and tactics aimed at keeping talented workers from voluntarily resigning, being laid off, and/or leaving early are collectively referred to as talent retention.

Talent Attraction: Armstrong and Taylor (2014) affirmed that talent attraction covers recruitment, selection, employer branding, and employee value proposition. Firms recruit talent from internal and external sources. Getting applicants' attention and piquing their interest in applying for a position is a crucial component of the recruitment process (Tsai et al. 2014; Wang 2013). According to Chapman et al. (2005)'s meta-analysis, five characteristics of the job and organization such as pay, the nature and environment of the work, company size, and familiarity as well as the behaviour of the recruiter, the hiring process, fit between the candidate and the organization, and expectations of being hired determine how attractive a company is to job candidates.

Career satisfaction

The degree to which people think their job progress is consistent with their own goals, values, and preferences is measured by their level of career satisfaction. (Erdogan, Kraimer & Liden, 2004; Heslin, 2003; Seibert & Kraimer, 2001). Job satisfaction was defined by Lounsbury, Steel, Gibson, and Drost (2008) as an employee's satisfaction or dissatisfaction with their job. According to Hofmans, Dries, and Pepermans (2008), career satisfaction is a subjective evaluation of a profession's growth. According to Gulsah (2014), an employee's job satisfaction reflects how they feel about their career-related roles, successes, and accomplishments. According to Barnett and Bradley (2007), resources that provide social and material support for an employee's personal objectives as well as goal-specific environmental support are significant indicators of career satisfaction.

Affective Career Satisfaction

In this study, the attributes of career satisfaction will be used as affective career satisfaction. An employee's emotional connection and involvement with their employer or organization is known as affective career satisfaction (Rhoades, Eisenberger, & Armeli, 2001; Tews, Michel, & Stafford, 2013). This emotional connection is significant and important in any workplace with workers, but

it is especially important in a setting like the restaurant industry because it uses so many people. One of the key factors influencing behavior, such as job success or employee turnover, is affective career satisfaction (Harrison et al., 2006; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Tews et al., 2013). Affective career satisfaction has once more proven to be helpful in this respect as it has been shown to be negatively correlated with employee turnover (Meyer et al., 2002; Tews et al., 2013). Different effects of the two kinds of affective career satisfaction can be seen on other constructs, with positive commitment being associated with approach or incentive attitudes and negative career satisfaction being associated with aversion and inhibition (Carver, 2001).

Cognitive Career Satisfaction: Cognitive career happiness evaluates the various facets of a job logically and objectively. Cognitive career happiness can be unidimensional or multidimensional depending on how many aspects of a job are evaluated at once, such as pay or the availability of paid time off. Instead of gauging how much a person enjoys or is happy about a specific aspect of their job, cognitive career satisfaction measures how much of that aspect is deemed acceptable in light of the person's own set of goals (Thompson and Phua 2012).

Empirical Review

Various authors have examined talent management, but from varying perspectives. At Plateau State University, Wuim-Pam (2014) looked into how successful talent management affected employees' core competencies. The results of a non-empirical method showed that job descriptions and performance management are influenced by the skills, knowledge, and abilities of employees. According to the study, aligning core competencies with talent management is a win-win situation because it gives organizations a way to keep and develop their valuable workforce. Wuim-Pam (2014) suggests developing special competency models in situations where this ability is missing within the organization itself as well as identifying and possessing high-performing behaviours.

A research on the effect of talent management on retention at Strayer University was conducted by Oladapo (2014). This research aimed to comprehend the difficulties and benefits of talent management programmes as well as the reasons why some businesses decide not to have one. The impact of job security, pay, and opportunity for growth on retention rates was also examined in this research. Results showed that despite significant implementation challenges, participants in organizations sampled with a talent management programme (69% of those studied) overwhelmingly recognized the strategic value of an effective talent management programme. The participants identified the possibility of career progression as the most important factor influencing retention rate. There was a lack of senior management support for the organizations sampled that did not have a talent management programme (the remaining 31% of those studied). The research also showed that factors like job security, pay, and opportunities for growth were not found to be reliable indicators of employee retention rates. Data supported Lockwood's conclusions that while salary and benefits initially draw workers, they are not the main factors in keeping them.

Gichuhi, et al. (2014) looked at how talent management affects the competitiveness of Kenya's public institutions. An online survey research methodology was used. To acquire a sample that was representative of the study and included both teaching and non-teaching staff from the public universities in Kenya, stratified sampling was used. Data were gathered using a survey that used a Likert scale. As suggested by factor analysis, all 16 of the items were found to have loading values above 0.4, and were therefore all included in the analysis. Data analysis showed a significant linear relationship between talent management and competitiveness, with a positive association $R = 0.498$ (p-value 0.05).

3.0 Methodology

This study adopted the survey research design and a population of five hundred and fifty (550) medical doctors across hospitals in Rivers State were covered. The Krejcie and Morgan (1970) table was used in deriving a sample size of two hundred and twenty-six (226) medical doctors. The study adopted the simple random sampling technique. In relation to talent management, talent retention and talent attraction were used as the dimensions. Further evaluations of the dependent variable (career satisfaction) focused on its capacity for affective career satisfaction and cognitive career satisfaction. A 5-point Likert scale was used to grade each item and the data were analyzed using the Spearman Rank Order Correlation.

4.0 Data Presentation and Analysis

Table 1 Questionnaire Distribution and Retrieval

Questionnaire	Number	Percentage (%)
Retrieved and usable	215	95
Not Retrieved/Retrieved but not Usable	11	5
Total	226	100

Source: Field Survey Data, 2023

From the table above, two hundred and twenty six (226) copies of questionnaire were distributed to doctors across hospitals in Rivers State. Out of the 226 respondents, corresponding to 95% copies were completely filled, retrieved and useful, which were used for analysis while 11 corresponding 5% were among the not retrieved or retrieved data but invalid for the analysis.

Statistical testing of Hypotheses

Talent Retention and Measures of Career Satisfaction

			talent retention	ACS	CCS
Spearman's rho	talent retention	Correlation Coefficient	1.000	.879**	.764**
		Sig. (2-tailed)	.	.000	.000
		N	215	215	215
	ACS	Correlation Coefficient	.879**	1.000	.831**
		Sig. (2-tailed)	.000	.	.000
		N	215	215	215
	CCS	Correlation Coefficient	.764**	.831**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	215	215	215

** . Correlation is significant at the 0.05 level (2-tailed).

From the SPSS table above, the probability value is 0.000 (PV < 0.05) while the correlation value is 0.879, 0.76 which implies strong positive relationships between talent retention and Career satisfaction. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between talent retention and career satisfaction of medical doctors in Rivers State.

Talent Attraction and Measures Career Satisfaction

			talent attraction	ACS	CCS
Spearman's rho	talent attraction	Correlation Coefficient	1.000	.928**	.814**
		Sig. (2-tailed)	.	.000	.000
		N	215	215	215
	ACS	Correlation Coefficient	.928**	1.000	.857**
		Sig. (2-tailed)	.000	.	.000
		N	215	215	215
	CCS	Correlation Coefficient	.814**	.857**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	215	215	215

** . Correlation is significant at the 0.05 level (2-tailed).

Decision: From the SPSS table above, the probability value is 0.000 ($PV < 0.05$) while the correlation value is 0.928, 0.814 which implies strong positive relationships between talent attraction and career satisfaction. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between talent attraction and career satisfaction of medical doctors in Rivers State.

5.0 Discussion of findings

Based on the results generated via all the hypotheses, it showed that there exist a significant and positive correlation between the variables under study since their correlations from the SPSS table were *0.879, *0.764, *0.928 and *0.814. From the result, it was apparent that all the dimensions of talent management had positive correlation with career satisfaction of medical doctors in Rivers State. It is worth noted that these positive correlations cut across all the measures attributed to the variables which are found to be at different levels. Thus:

The first and second hypothesis indicated that talent retention has a positive linear notable correlation with career satisfaction based on the P-value less than 0.05 ($P\text{-value} = 0.000 < 0.05$) which implies that both variables have direct positive relationship which moves in the same positive direction. The third and fourth hypothesis showed that talent attraction has a positive linear notable correlation with career satisfaction based on the P-value less than 0.05 ($P\text{-value} = 0.000 < 0.05$) which implies that both variables have direct positive relationship which moves in the same positive direction. This study play along with the findings of other researchers like; Wuim-Pam (2014); Gichuhi, et al. (2014); Oladapo (2014), who discovered the relationship between talent management and organizational performance in Nigeria.

6.0 Conclusion and Recommendations

Professional career satisfaction make employees to feel sense of enjoyment in their job which thus impact on their level of commitment in the organization. Organizations that strive to ensure that their employees are well satisfied are more likely to operate effectively. Drawing from the findings, it was concluded that talent management is a key factor in enhancing the professional satisfaction of doctors. Therefore, it is recommended that

- i. The management of the hospitals should work to implement all compensation strategies required to keep talent in the field, as doing so will increase their affective career satisfaction.
- ii. The management of the hospitals should seek for talented employees and develop them to give better to the organization as such will enhance their professional career satisfaction.
- iii. Safety measures should be put in place to ensure that the doctors are well protected against occupational hazard as such will help in retaining them and enhancing their satisfaction.
- iv. The needs of the doctors should be well addressed as such will make them satisfied and invest more effort in the organization.

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