

Impact of Employee Satisfaction and Development Opportunities on Retention and Attraction in Mumbai's Healthcare Sector

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Abstract

This study explored the role of employee satisfaction and development opportunities in healthcare professionals' turnover and recruitment in Mumbai. Data was collected using a descriptive and analytical research design and a stratified random sample of 400 healthcare workers (physicians, nurses, technologists and allied workers). The study measured the level of influence talent-management practices had on job satisfaction and career development on employees' desire to stay in the organisation and the organisation's ability to attract talent. The results showed that employee satisfaction and employee perception of development opportunities had a positive impact on both retention and attraction outcomes, and that development opportunities had a strong positive impact on attraction outcomes. The results corroborate the existing literature that reiterated the significance of enabling human-resource practices that foster stability and growth of the workforce. In conclusion, the study underscores the critical need for healthcare organizations to invest in their workforce's development and satisfaction through employee-centred strategies, thereby ensuring the creation of resilient and competitive healthcare teams in dynamic environments.

Keywords - Employee Satisfaction, Development Opportunities, Retention, Employee Attraction, Healthcare Workforce, Talent Management

Introduction

Healthcare sector is a fundamental sector in the urban societies, with an important role in protecting the health of the populace, promoting economic growth and promoting societal wellbeing. Mumbai, recognised as a premier metropolitan hub, emerges as a microcosm that encapsulates the distinctive opportunities and challenges inherent in the delivery of healthcare services in contemporary India. The constant resource shortages, the influx of people of various age ranges, increasing needs of patient-centred services, and dynamic changes in technology require healthcare organisations in Mumbai to constantly transform their operating systems, human-resource policies to maintain high service levels.

In this environment, staffing activities in healthcare facilities go beyond the ordinary aspects of human-resource management to become a strategic undertaking which has a direct influence on the ability of the organisation to provide quality care, operational resilience and reaction to competition in the marketplace. The nature and the rigour of the healthcare environment, with strict schedules, emotional labour and constant professional threats, strains the workforce, which includes both pharmacists and technicians as well as administrative workers and nurses. Consequently, employee retention and attraction assume paramount importance, as the loss of skilled personnel not only disrupts service provision but also imposes significant costs in recruitment, onboarding and lost expertise.

Employee retention and attraction have been emphasized in the literature of human-resource management as a multi-faceted phenomenon. Scholars concur that to maintain the loyalty of the workforce in calling professions like healthcare, remuneration and work security are not enough. Employee satisfaction, however, which includes positive relationships between employees, manageable workloads, positive supervision and organisational justice, has become an essential factor in determining institutional success. At the same time developmental opportunities (e.g. access to training, continuing education, skill enhancement, mentorship, and clear career progression paths) are known to be critical contributors to employees' long-term commitment and organisational citizenship. The fields of occupational psychology, organisational behaviour and vocational motivation are all combined in the quest to emphasise the importance of such drivers in shaping the worker in choosing the employment location and job duration.

These reflections have even more significance with respect to the healthcare sector of Mumbai. There are many different health facilities in the city, including the governmental hospitals, independent clinics, corporate health facilities as well as charity organizations, each with its own norms and expectations regarding the working force. Additionally, the field is also a broad range of professional dynamics, showing the presence of specialist surgeons, general physicians, nursing staff, laboratory technicians, pharmacists, administrators, counsellors and support personnel and each of them has its own career aspirations and issues. With the competitive labour market and the constant shifts in public health policy, changing accreditation standards and the growing trend and use of technology-enabled care, it's a significant challenge for HR managers and administrators to retain and attract high-quality healthcare professionals.

That people-management paradigms that are more 'transformational' than traditional 'transactions', which are largely salary, benefit and compliance based, have been incrementally making inroads into the current landscape. The new approaches focus on employee engagement, participative management, continuous skill development and organisational support, and seek to instill intrinsic motivation and personal satisfaction through professional development. When talent development is implemented in healthcare organisations, it has been established that the impact of attrition can be minimised, and they will become a reputation for being an employer of choice, drawing new talent to the industry where there is a shortage of employees (Achmad et al.,

2023; Nguyen). See Table 28 for empirical research. But satisfaction and development opportunities do not relate in a one-to-one way: a combination of the various individual, institutional and external factors influence their relationship, meaning that a nuanced, context-specific investigation is warranted.

It is on this grey scale that the justification behind the current research is highlighted by the continued issue of high staff turnover and findings in recruitment related to the healthcare services of Mumbai and the necessity to retain the workforce. Although the literature broadly and in India reinforces the importance of satisfaction and career growth in the workforce dynamics, a detailed investigation is still warranted to understand the impact of these on employees' intention to stay or join healthcare organisations in Mumbai. A subtle insight into these processes may inform the creation of specific interventions and policies so that healthcare leaders could devise settings that allow staff to fulfil their professional interests, resilience and organisational sustainability.

The advantages of well-developed talent management in health care are tremendous. A committed and motivated staff are not only able to deliver a better health care experience for the patient but can also contribute to the reputation and viability of health care facilities. However, high turnover significantly undermines the organisational culture, teamwork, cost of operation and ultimately the quality of the services that are being provided. In a world where healthcare systems are facing critical workforce challenges, aging populations and rising patient expectations are intensifying the need for insights into retention and attraction strategies, shaping the policies, management and practice of healthcare systems.

Considering this background, the current study tries to contribute to the research by critically exploring the role of employee satisfaction and employee development opportunities on retention and attraction of the healthcare professionals working in Mumbai. Descriptive and Analytic lenses aim to answer the question: What talent-management practises are most effective in ensuring stability and growth in modern healthcare settings, thus contributing to the overall objectives of health organisations, workforce planners and policy makers.

Review of literature

The study focused on the mediated role of job satisfaction and employee engagement on the relationship between talent development interventions and intention to stay within the organisation by Generation Z employees. Using the quantitative methodology and survey data collection, the authors analysed the responses of the Generation Z workers and determined the strong relationship between talent development – satisfaction – engagement – and retention intention. The findings showed that the effective talent-development practises that positively influenced the intention to stay had a significant effect on job satisfaction and employee engagement. The authors concluded that organisations that want to keep younger workers need to focus on structured talent-development programmes and high levels of satisfaction and engagement.

(Prayudi & Komariyah, 2023) The authors examined how work motivation, work environment, and career-development opportunities affect job satisfaction. Quantitative data collection from the surveys was carried out in different employee groups and statistical data analysis was performed to determine the strength of such relationships. Results indicated that motivation is a significant predictor in increasing employee satisfaction along with career-advancement opportunities, which are both important for positive individual and organisational outcomes.

This study focused on comparing the relative impacts of career development, competency and work-related conflict on job satisfaction. It was a quantitative survey, as it involved measurement of reactions of organisational employees. Results showed that there was a positive relationship between career development, competency and job satisfaction and a negative relationship between work conflict and job satisfaction. The authors found that creating the opportunity for employee growth and competence development are effective ways to increase employee satisfaction.

The study examined a range of employee satisfaction factors, such as working conditions, pay, and development opportunities. (Tabassum et al., 2023) The paper explored various factors that influence employee satisfaction, such as job conditions, salary, and opportunities for improvement. The study was a cross-sectional survey design that examined the workplace factors and their associations with satisfaction in different industries. Findings revealed that opportunities for meaningful development and support in work conditions were key themes that impacted on employee satisfaction, which in turn had a direct effect on retention and performance for the organisation.

Based on the literature review, career development, job satisfaction, and organisational culture were studied to identify their impact on employee loyalty, and how their organisations could strengthen employees' loyalty by focusing on career-advancement opportunities, job satisfaction, and cultural alignment. The data to examine the relationship between the various factors in relation to a diverse workforce were quantitative data from surveys which were analysed. The results showed that strong career development programmes and job satisfaction are important factors in predicting employee retention, particularly with supportive organizational culture. The research highlighted the importance of development pathways and satisfaction-promoting activities to be combined with cultural activities to ensure long-term employee commitment.

Effect of training and development on employee satisfaction: a case of the judiciary of Kenya (Osewe & Gindicha, 2021) investigated the effect of targeted training and development programmes on satisfaction levels of judiciary employees in Kenya. A case, study design was used in collecting and analysing data using structured questionnaires among the staff members. The findings showed that comprehensive training programs significantly contributed to the improvement of job satisfaction, which in turn had a positive impact on work motivation and performance. The authors concluded that there is need of regular developmental programmes

which are relevant to improve employee satisfaction in specialised institutional settings like judiciary.

Job competency and intention to stay among nursing assistants: the mediating effects of intrinsic and extrinsic job satisfaction investigated how job competency influences nursing assistants' intention to stay in the job with job satisfaction being a mediating variable. Using a structural-equation-modelling approach, survey data collected from nursing assistants indicated that both intrinsic and extrinsic satisfaction had a significant role in the relationship between job competency and intention to stay. Results confirmed that enhanced competency levels gained through specific support and training are related to increased satisfaction and, therefore, retention of nursing assistants.

The impact of training and development, job satisfaction, and job performance on young employee retention examined the relationship between a young employee's retention and training and development, job satisfaction, and job performance. The implementation of a mixed method to include surveys and interviews was used to provide a measure of the experiences of the young professionals in terms of workplace support and development. The findings highlighted a direct positive relationship between access to training and development programmes, and higher job satisfaction, thus reducing younger employee turnover rates. The study has shown that to attract and keep talented young employees, the organisations need to continuously invest in employee development programmes and create job positions that will increase the satisfaction and individual performance of the employees.

Nurses' intention to stay: the impact of perceived organisational support, job control, and job satisfaction (Li et al., 2020) examined the factors influencing nurses' intentions to stay regarding perceived organisational support, job control and job satisfaction. The most important determinant of intention to stay was job satisfaction, and supportive organisational environments and levels of job control were shown to be important predictors of job satisfaction across a large sample of nurses. The research findings indicated that to ensure nursing staff satisfaction and retention, better support mechanisms and increased job autonomy is needed in hospitals and health-care management.

How management practises in large dairy farms impact recruitment, job satisfaction, engagement, and retention were explored in (Moore et al., 2020) Effects of employer management on employee recruitment, satisfaction, engagement, and retention on large US dairy farms. The quantitative data gathered from surveys and questionnaires among the farm workers showed that the proactive management strategies had a significant impact on enhancing employee satisfaction and engagement, thereby positively affecting recruitment success rates and retention. The article established that employer management is vital to the success of having a happy and dedicated workforce in agricultural contexts.

Workplace environment, employee satisfaction and intent to stay focused on the hospitality sector (Bangwal & Tiwari, 2019) examining the impact of workplace environment on employee satisfaction and their intention to stay in the hospitality sector. The empirical approach used, which was based on survey, showed that having a positive workplace environment leads to an increase in satisfaction which in turn increases the chances of employees staying in their jobs. The main finding was that the condition of the workplace is an important retention factor in the service industries.

(Chiou-Fen et al., 2019) The relationship between work environment satisfaction and retention intention among nursing administrators in Taiwan explored the correlation between work environment satisfaction and intentions to stay among nursing administrators. The quantitative survey design was used, and data that were collected on nursing professionals were analysed. Results suggested that work satisfaction was a significant predictor of intention to remain, meaning that efforts to improve work conditions can directly improve retention of nursing leaders.

Impact of employee development on job satisfaction and organisational commitment: person-organisation fit as moderator (Jehanzeb & Mohanty, 2018) examined the role of employee development programmes on job satisfaction and organisational commitment with special reference to person-organisation fit as moderator. A surveying method was applied to assess the responsive of various levels of organisations, and with the support of statistical modelling the impacts were investigated. The results showed that development had a significant impact on job satisfaction and job commitment, especially when there is a high fit between employees' values and the organisation's practices. The conclusion emphasised the need for organisations to align their development efforts with individual employees' values and adapt the organisation's culture to ensure engagement and retention.

Employee intention to stay: an environment based on trust and motivation (Shahid, 2018) investigated the organisational elements that may influence employee intentions to maintain employment by their employer with a strong focus on trust and motivation at work. Survey research targeting staff across multiple industries identified predictors of retention. Results have achieved that conditions of trust and motivation have significant positive impacts on the intention of the employees to remain, which results in a higher level of organisational reliance and longevity. The conclusion was the championing of leadership practises that create trust and inspire employees as key talent retention practises.

(Fletcher et al., 2018) The relationship between perceived training and development and employee retention investigated how employees' perceptions of training and development opportunities impact their likelihood of staying with the organisation. Survey-based quantitative analysis revealed that employees who rated development opportunities highly were more intent on remaining with their employers. The authors have come to the conclusion that continuous investment on staff development is significant to decrease turnover and create loyal workforce.

(Barken et al., 2018) The influence of autonomy on personal support workers' job satisfaction, capacity to care, and intention to stay assessed the influence of workplace autonomy on personal support workers' satisfaction, perceived capacity to care, and intention to remain employed. Quantitative analysis of survey results from home health care workers identified that higher autonomy was directly related to greater job satisfaction and a stronger intention to stay. The research has determined that empowering more support positions in the workplace is ultimate to having a stable workforce in caring.

Professional values, job satisfaction, career development, and intent to stay focused on the relationship among professional values, job satisfaction, career development and intent to stay in the nursing profession. By applying survey methods to nursing staff, it was found that career development initiatives and conforming to one's professional values led to a significant increase in job satisfaction, which in turn resulted in an increase in the intent of the nursing staff members to remain in the job. The final theme highlighted the need to invest in nurses' professional development for increased retention. The hypotheses that are proposed based on the above literature are as follows:

- (H1): Employee satisfaction has a positive influence on employee retention in the healthcare sector.
- (H2): Employee satisfaction has a positive influence on employee attraction in the healthcare sector.
- (H3): Development opportunities have a positive influence on employee retention in the healthcare sector.
- (H4): Development opportunities have a positive influence on employee attraction in the healthcare sector.

Methodology

This study adopted a dual approach of descriptive design and analytical design to examine the impact of talent management practices for employee retention and attraction of the healthcare industry of Mumbai. The descriptive component is systematic documentation of the existing practices and important determinants such as employee satisfaction, career development opportunities, leadership and work flexibility, which gave a comprehensive picture of the talent management environment. At the same time, analytical techniques were used to explore how key variables inter-relate and to assess the influence of satisfaction and development opportunities on retention and attraction of healthcare professionals.

The population of the study was a heterogeneous group of health care workers in Mumbai, including doctors, nurses, technicians, administration and other allied health care workers. For statistical reliability and generalizability to the sector a sample size of 400 respondents was selected. The main sampling method was stratified random, wherein stratification was done according to professional role and institutional type. This methodological choice has been taken to

ensure that critical groups are proportionately represented and the impact of the sampling bias reduced at the cost of higher validity of the statements to be made in the process of making inferences. The use of participants from all the strata resulted in a rich picture of experiences and perceptions, allowing a robust examination of the impact of talent management practices on employee retention and attraction in diverse contexts within the healthcare sector in Mumbai.

Result analysis

Table 1 - Models Info	
Estimation Method	ML
Optimization Method	NLMINB
Number of observations	400
Model	Satisfaction = $\sim$ ES1+ES2+ES3+ES4+ES5
	Opportunities = $\sim$ DO1+DO2+DO3+DO4+DO5+DO6+DO7+DO8+DO9
	Retention = $\sim$ Retain1+Retain2+Retain3+Retain4+Retain5+Retain6+Retain7+Retain8+Retain9+Retain10
	Attraction = $\sim$ AT1+AT2+AT3+AT4+AT5+AT6+AT7
	Retention $\sim$ Satisfaction + Opportunities
	Attraction $\sim$ Satisfaction + Opportunities

In the structural model, latent constructs of Satisfaction, Opportunities, Retention, and Attraction were specified, and each were represented by several observed indicators. Five items (ES1-ES5) were used to measure satisfaction, an overall positive feeling by the employees toward the organisation. Nine variables (DO1–DO9) were identified as opportunities, which were related to development and progression within the company. Retention was operationalised using ten indicators (Retain1–Retain10) which were employees' probability or intention to stay in the organisation. Attraction was measured using 7 items (AT1–AT7) that measure the factors affecting the organisation's attractiveness to both current and future employees.

The structural relations were specified such that Retention was regressed on Satisfaction and Opportunities, while Attraction was similarly regressed on these two antecedents. This

specification posits that both employee satisfaction and perceived opportunities jointly inform retention and attraction outcomes. Overall, the model seeks to elucidate how internal satisfaction factors and developmental opportunities contribute to employees' willingness to remain with or join the organisation.

Table 2 - Model tests			
Label	X ²	df	p
User Model	3431	428	<.001
Baseline Model	5077	465	<.001

The results shown in Table 2 provide an insight on the total model fit indices used in the structural equate modelling test. The chi-square (2) of the model defined by the user is 3431 with a p-value of less than .001, indicating that the model is statistically significant. Hence, the hypothesis can't be correctly vindicated in the wake of taking a strict statistical point of view, a tendency in the field of SEM applications, where the structures are complicated or the number of customers is substantial.

However, the model with no inter-relations between the variables (the baseline model) also gives a significant larger χ^2 of 5077 on 465 degrees of freedom also at $p = .001$. Thus the significant decrease in χ^2 for the model with the user-specified model compared to the baseline model shows that adding the user-specified structural paths between Satisfaction, Opportunities, Retention, and Attraction significantly increases model fit. Such an outcome would be a relationship created that would have significant associations in the data that would help develop the theory being tested.

Table 3 - Parameters estimates								
				95% Confidence Intervals				
Dep	Pred	Estimate	SE	Lower	Upper	β	z	p
Retention	Satisfaction	0.467	0.143	0.186	0.748	0.340	3.26	0.001
Retention	Opportunities	0.469	0.132	0.210	0.728	0.392	3.55	<.001
Attraction	Satisfaction	0.404	0.135	0.140	0.668	0.228	3.00	0.003
Attraction	Opportunities	0.900	0.203	0.502	1.298	0.582	4.43	<.001

The degree of the relationships is explained in the form of hypotheses along with the level of statistical significance, the estimates of the parameters are provided in Table 3. For the outcome

variable Retention, Satisfaction and Opportunities, both were statistically significant positive factors. The unstandardized coefficient for Satisfaction was 0.467 (SE = 0.143) in a 95 % confidence interval between 0.186 and 0.748. The standardised coefficient (0.340) was strong and significant as was the z -statistic (3.26 p = 0.001) which together indicate a strong significant relationship. The unstandardised coefficient for Opportunities was 0.469 (SE = 0.132); the CI was (0.210, 0.728); the standardised coefficient was 0.392 and z-statistic was 3.55 (p < .001), which confirmed its significant impact on retention.

Both predictors in turn had statistically significant positive effects on the outcome variable Attraction. Satisfaction had an unstandardized coefficient of 0.404 (SE = 0.135), a 95% confidence interval of (0.140, 0.668), a standardised coefficient of 0.228 and a z-statistic of 3.00 (p = 0.003). The impact of Opportunities was even greater with an unstandardized coefficient of 0.900 (SE = 0.203), a confidence interval of 0.502 to 1.298, a standardised coefficient of 0.582 and a z-statistic of 4.43 (p < .001), thus underlining its significant influence on organisational attraction.

Overall, these results provide important insights into the role of employee satisfaction and perceived opportunities in influencing retention and attraction outcomes and indicate that perceived opportunities has a stronger influence on organisational attraction.

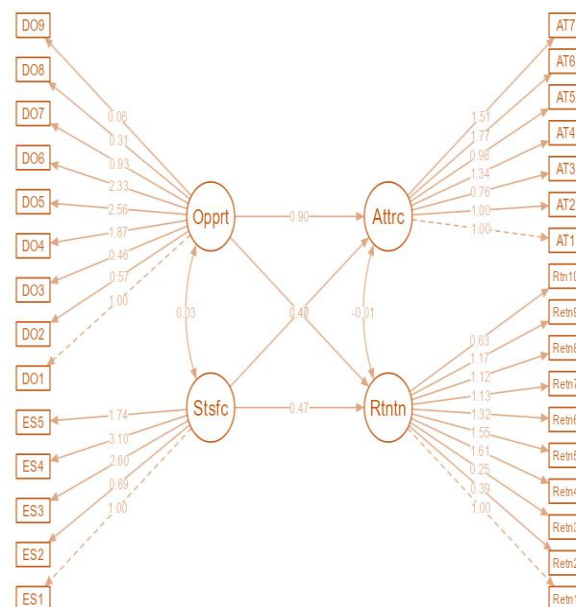


Figure 1 – Patha Analysis

Table 4 - Measurement model								
				95% Confidence Intervals				
Latent	Observed	Estimate	SE	Lower	Upper	β	z	p
Satisfaction	ES1	1.0000	0.000	1.0000	1.000	0.2785		
	ES2	0.6863	0.253	0.1904	1.182	0.1784	2.713	0.007
	ES3	2.6040	0.536	1.5528	3.655	0.7109	4.855	<.001
	ES4	3.0969	0.637	1.8486	4.345	0.8108	4.862	<.001
	ES5	1.7407	0.386	0.9840	2.497	0.4853	4.509	<.001
Opportunities	DO1	1.0000	0.000	1.0000	1.000	0.3069		
	DO2	0.5737	0.205	0.1728	0.975	0.1806	2.805	0.005
	DO3	0.4586	0.202	0.0632	0.854	0.1396	2.273	0.023
	DO4	1.8722	0.370	1.1471	2.597	0.5571	5.061	<.001
	DO5	2.5587	0.479	1.6203	3.497	0.7434	5.344	<.001
	DO6	2.3337	0.441	1.4696	3.198	0.6894	5.293	<.001
	DO7	0.9298	0.255	0.4303	1.429	0.2628	3.648	<.001
	DO8	0.3104	0.186	-0.0538	0.674	0.0987	1.671	0.095
	DO9	0.0566	0.177	-0.2911	0.404	0.0181	0.319	0.750
Retention	Retain1	1.0000	0.000	1.0000	1.000	0.3763		
	Retain2	0.3920	0.179	0.0407	0.743	0.1343	2.187	0.029
	Retain3	0.2512	0.179	-0.0987	0.601	0.0840	1.407	0.159
	Retain4	1.6125	0.276	1.0719	2.153	0.5853	5.847	<.001
	Retain5	1.5537	0.267	1.0300	2.077	0.5755	5.815	<.001
	Retain6	1.3249	0.236	0.8628	1.787	0.5224	5.619	<.001
	Retain7	1.1265	0.213	0.7085	1.544	0.4513	5.282	<.001
	Retain8	1.1224	0.224	0.6832	1.562	0.4051	5.009	<.001
	Retain9	1.1733	0.227	0.7286	1.618	0.4316	5.171	<.001
	Retain10	0.6346	0.180	0.2823	0.987	0.2364	3.530	<.001

Attraction	AT1	1.0000	0.000	1.0000	1.000	0.4697		
	AT2	0.9993	0.143	0.7188	1.280	0.4955	6.982	<.001
	AT3	0.7586	0.132	0.4999	1.017	0.3702	5.749	<.001
	AT4	1.3414	0.170	1.0082	1.675	0.6216	7.890	<.001
	AT5	0.9770	0.149	0.6847	1.269	0.4474	6.551	<.001
	AT6	1.7672	0.204	1.3672	2.167	0.7907	8.659	<.001
	AT7	1.5135	0.184	1.1528	1.874	0.6818	8.225	<.001

They presented the measurement model in Table 4 which indicated the extent of measurement of each indicator measured by the study in its latent construct. All the latent variables' standardised factor loadings, standard errors, confidence intervals and the significance levels are also provided, which illustrates the power and statistical reliability of such relationships.

Satisfaction has positive loadings for all five indicators (ES1 – ES5) with most loadings statistically significant. Items with particularly high estimates (ES3, ES4 and ES5) have strong standardised coefficients and significant z-values (all $p < .001$), which suggest that these items are good indicators of employee satisfaction. There is also a much lower value (though slightly smaller estimate) for ES2 (0.686, $p = .007$).

The Opportunities items, in like fashion, show considerable loadings. DO4, DO5 and DO6 have high estimates (1.872, 2.559 and 2.334 respectively) and strong standardised beta coefficients and thus confirm that they are important to capture the opportunities dimension. Some of these measures, including DO8 and DO9 have relatively low and non-significant loadings, implying that they are not as pivotal to the latent construct underlying these measurements.

These ten indicators fit well with the Retention variable, with most of the indicators (Retain4 through Retain10) providing higher estimates and high levels of statistical significance (all $p < .001$ except Retain3, $p = .159$), thus providing evidence of their reliability as a representation of employee retention. Retain1 is an indicator of reference that has a fixed estimate.

All of the observed items (AT1 to AT7) show factor loadings that are quite high, from 0.759 to 1.767, and values that are highly significant (all $p < .001$) for Attraction. This provides solid proof of the effectiveness of these tools in attracting organisations.

Overall, it can be concluded that the measurement model demonstrates that most of the observed variables are good and strong indicators of their respective latent variables and hence the validity of the structural model and its ability to explain meaningful psychological and organisational phenomena. The statistical validity and meaningfulness of these estimates validate the

appropriateness of the indicators chosen to represent the theoretical dimensions of satisfaction, opportunities, retention and attraction in the study context.

Table 5 - Variances and Covariances								
				95% Confidence Intervals				
Variable 1	Variable 2	Estimate	SE	Lower	Upper	β	z	p
ES1	ES1	1.24299	0.0900	1.06655	1.4194	0.9224	13.808	<.001
ES2	ES2	1.49776	0.1069	1.28827	1.7073	0.9682	14.013	<.001
ES3	ES3	0.69353	0.0765	0.54367	0.8434	0.4946	9.071	<.001
ES4	ES4	0.52253	0.0888	0.34842	0.6966	0.3427	5.882	<.001
ES5	ES5	1.02817	0.0799	0.87151	1.1848	0.7645	12.863	<.001
DO1	DO1	1.32379	0.0965	1.13466	1.5129	0.9058	13.719	<.001
DO2	DO2	1.34388	0.0960	1.15581	1.5319	0.9674	14.005	<.001
DO3	DO3	1.45589	0.1035	1.25297	1.6588	0.9805	14.062	<.001
DO4	DO4	1.07209	0.0874	0.90083	1.2433	0.6896	12.269	<.001
DO5	DO5	0.72946	0.0820	0.56869	0.8902	0.4473	8.893	<.001
DO6	DO6	0.82788	0.0807	0.66973	0.9860	0.5248	10.260	<.001
DO7	DO7	1.60469	0.1159	1.37745	1.8319	0.9310	13.841	<.001

DO8	DO8	1.34671	0.095 5	1.1595 4	1.533 9	0.990 2	14.10 2	<.00 1
DO9	DO9	1.34296	0.095 0	1.1568 2	1.529 1	0.999 7	14.14 1	<.00 1
Retain1	Retain1	1.19490	0.090 0	1.0184 2	1.371 4	0.858 4	13.27 0	<.00 1
Retain2	Retain2	1.64892	0.1174	1.4188 2	1.879 0	0.982 0	14.04 6	<.00 1
Retain3	Retain3	1.75134	0.124 2	1.5079 8	1.994 7	0.992 9	14.10 5	<.00 1
Retain4	Retain4	0.98331	0.086 5	0.8136 9	1.152 9	0.657 4	11.362	<.00 1
Retain5	Retain5	0.96091	0.083 5	0.7971 6	1.124 7	0.668 8	11.501	<.00 1
Retain6	Retain6	0.92193	0.075 9	0.7731 6	1.070 7	0.727 1	12.14 5	<.00 1
Retain7	Retain7	0.97760	0.076 5	0.8277 4	1.127 5	0.796 3	12.78 6	<.00 1
Retain8	Retain8	1.26480	0.096 5	1.0756 1	1.454 0	0.835 9	13.10 3	<.00 1
Retain9	Retain9	1.18544	0.091 7	1.0057 5	1.365 1	0.813 7	12.93 0	<.00 1
Retain10	Retain10	1.34155	0.097 0	1.1514 4	1.531 7	0.944 1	13.83 0	<.00 1
AT1	AT1	1.16193	0.087 4	0.9905 5	1.333 3	0.779 4	13.28 8	<.00 1
AT2	AT2	1.00904	0.076 7	0.8587 4	1.159 3	0.754 5	13.15 8	<.00 1
AT3	AT3	1.19149	0.087 2	1.0206 0	1.362 4	0.863 0	13.66 5	<.00 1
AT4	AT4	0.93989	0.076 9	0.7890 7	1.090 7	0.613 7	12.21 4	<.00 1

AT5	AT5	1.25409	0.093 7	1.0704 9	1.437 7	0.799 8	13.38 8	<.00 1
AT6	AT6	0.61548	0.068 2	0.4818 5	0.749 1	0.374 7	9.027	<.00 1
AT7	AT7	0.86718	0.075 7	0.7188 0	1.015 6	0.535 2	11.455	<.00 1
Satisfaction	Satisfaction	0.10451	0.041 6	0.0229 3	0.186 1	1.000 0	2.511	0.012
Opportunities	Opportunities	0.13766	0.049 7	0.0403 3	0.235 0	1.000 0	2.772	0.006
Retention	Retention	0.13081	0.040 6	0.0512 5	0.210 4	0.663 7	3.223	0.001
Attraction	Attraction	0.17834	0.042 0	0.0961 2	0.260 6	0.542 4	4.251	<.00 1
Satisfaction	Opportunities	0.03026	0.0113	0.0080 8	0.052 4	0.252 3	2.674	0.007
Retention	Attraction	- 0.00943	0.013 4	- 0.0357 6	0.016 9	- 0.061 7	-0.702	0.483

Table 5 presents the results of the variances and covariances of observed and latent variables of the measurement and structural models. Estimated variable data is shown in the form of estimated variance and the standard error, confidence interval, standardised coefficient, z-value and the p-value of each variable.

There are large differences in each of the indicators observed, with each estimate having a p-value <0.001 for Satisfaction (ES1–ES5), Opportunities (DO1–DO9), Retention (Retain1–Retain10), and Attraction (AT1–AT7). This consistency demonstrates consistent variance across the individual survey responses and validates that each item measures a unique aspect of the latent factor to which it belongs, such as the variance estimate for "ES1" is 1.24 ($p < .001$), demonstrating that employees' responses regarding satisfaction with this item are adequately dispersed.

Looking at the latent variables as such, they all show statistically significant variances hence confirming the independence and reliability of the constructs. The estimated variances for Satisfaction and Opportunities are 0.10 and 0.14, respectively, both $p < .05$, indicating that there is significant variation in these underlying factors within the sample. Likewise, Retention and

Attraction have variances of 0.13 and 0.18 (p values ranging from 0.001 to <.001) respectively, which means that there is variability in individual intentions to stay in or be attracted to the organisation.

Covariances of the latent variables further give more information about the relationships between them. The covariance between Satisfaction and Opportunities equals 0.03 ($p = 0.007$), a positive and statistically significant value that demonstrates a moderate association between these dimensions. In contrast, the covariance between Retention and Attraction is estimated at -0.009 , which is not statistically significant ($p = 0.483$), suggesting that these two outcome constructs may operate largely independently within this specific sample.

All these outcomes reveal strong reliability of the measurement items, big variability of the constructs, and theoretically important relationships between particular core latent factors. Such pattern of variances and covariances, in turn, allows increasing the overall validity of the measurement and structural models and verifies that the data structure is highly adapted to represent the complexity of the psychological and organisational phenomena that are being studied.

Table 6 Intercepts						
			95% Confidence Intervals			
Variable	Intercept	SE	Lower	Upper	z	p
ES1	2.877	0.058	2.764	2.991	49.577	<.001
ES2	2.945	0.062	2.823	3.067	47.356	<.001
ES3	3.143	0.059	3.026	3.259	53.076	<.001
ES4	3.112	0.062	2.991	3.234	50.411	<.001
ES5	3.087	0.058	2.974	3.201	53.248	<.001
DO1	2.967	0.060	2.849	3.086	49.094	<.001
DO2	3.058	0.059	2.942	3.173	51.882	<.001
DO3	2.913	0.061	2.793	3.032	47.803	<.001
DO4	2.980	0.062	2.858	3.102	47.801	<.001
DO5	3.083	0.064	2.957	3.208	48.278	<.001
DO6	2.820	0.063	2.697	2.943	44.904	<.001
DO7	2.882	0.066	2.754	3.011	43.911	<.001
DO8	2.755	0.058	2.641	2.869	47.248	<.001

DO9	2.960	0.058	2.846	3.074	51.076	<.001
Retain1	2.897	0.059	2.782	3.013	49.117	<.001
Retain2	3.183	0.065	3.056	3.309	49.119	<.001
Retain3	3.215	0.066	3.085	3.345	48.416	<.001
Retain4	3.565	0.061	3.445	3.685	58.298	<.001
Retain5	3.442	0.060	3.325	3.560	57.441	<.001
Retain6	3.110	0.056	3.000	3.220	55.239	<.001
Retain7	3.158	0.055	3.049	3.266	56.994	<.001
Retain8	2.870	0.062	2.749	2.991	46.664	<.001
Retain9	2.865	0.060	2.747	2.983	47.474	<.001
Retain10	3.107	0.060	2.991	3.224	52.138	<.001
AT1	3.147	0.061	3.028	3.267	51.558	<.001
AT2	3.240	0.058	3.127	3.353	56.033	<.001
AT3	3.083	0.059	2.967	3.198	52.467	<.001
AT4	2.780	0.062	2.659	2.901	44.927	<.001
AT5	2.795	0.063	2.672	2.918	44.642	<.001
AT6	2.760	0.064	2.634	2.886	43.072	<.001
AT7	2.860	0.064	2.735	2.985	44.935	<.001
Satisfaction	0.000	0.000	0.000	0.000		
Opportunities	0.000	0.000	0.000	0.000		
Retention	0.000	0.000	0.000	0.000		
Attraction	0.000	0.000	0.000	0.000		

The intercepts in Table 6 indicate the average predicted values of each of the observed variables at the condition of all the predictors taking the value of zero in the measurement-model setup. For each indicator underlying the latent constructs—Satisfaction, Opportunities, Retention, and Attraction—these intercepts are positive, ranging approximately between 2.75 and 3.56. All the intercepts have very minor standard errors (0.055 to 0.066), which indicate exact approximation.

The two ends of the 95% confidence are quite near to their respective means which supports the validity of such estimates.

The z-values relating to all intercepts are extremely large and all the p-values are less than 0.001. This powerful statistical information substantiates these facts that these means are much higher than zero and that each indicator is very reliable to measure their concern on their intended elements of the latent construct underlying the sample. Notably, the latent constructs themselves—Satisfaction, Opportunities, Retention, and Attraction—have fixed intercepts of zero, a standard approach in confirmatory factor analysis and structural-equation modelling, which assists in model identification and simplifies interpretation.

Altogether, these intercepts present preliminary data regarding response patterns on each scale item suggesting high levels of central tendencies of all observed variables. This centrality of indicators makes their variances and their relationships with latent constructs to have the sense of meaning in the entire measurement and structural framework of the model.

Discussion and conclusion

This study aimed to assess the impact of employee satisfaction and training and development on retention and attraction of healthcare professionals in the healthcare sector of Mumbai. The results of the study determined that employee satisfaction and perceived opportunities for career advancement had significant impacts with regard to retention and attraction of employees. The results showed that the intentions to remain and to promote their organisations were greatly facilitated when healthcare professionals were involved in career development plans and skill development programs with the assistance of policies that considered the employees' needs. In addition, the research showed that career development opportunities and a positive and supportive workplace helped to retain staff, as well as improve the organisation's reputation in the labour market.

Comparing the results with previous studies, the findings were found to be consistent with Achmad et al. (2023) who presented the role of talent development as a strong factor in employee retention, especially through job satisfaction and engagement. Nguyen (2020) also reported similar results: extensive training and development programmes increased job satisfaction, thereby reducing staff turnover, particularly amongst younger workers. The findings of Chang et al. (2021) and Li et al. (2020) also reinforced these results, underscoring the role of fostering intrinsic and extrinsic satisfaction to impact retention, along with the importance of a supportive work environment and autonomy of healthcare staff. The study findings of Moore et. al (2020) and Bangwal and Tiwari (2019) validated the role of positive management practices that helped in the retention and attraction of staff. The trends are found to be supported by Fletcher et al. (2018), Yarbrough et al. (2017), Jehanzeb and Mohanty (2018) and Pramudita et al. (2022) which showed that investing in the employee development and having a strong organisational culture are keys to the loyalty and commitment.

Study Conclusion

The results of this study confirmed that employee satisfaction and development opportunities were fundamental factors driving both retention and attraction among healthcare professionals in Mumbai. Creating the working environment where the focus was put on career growth and development, on supportive management and the meaningful interaction helped organisations to obtain the staff loyalty and to get the reputation of being the desirable employers. Those employees who felt that they had authentic growth opportunities and were made to feel valued in their positions were found to have greater intentions to remain and they are likely to have positive perceptions about their organisations thereby attracting the recruiting new talent. As highlighted in these findings, human resource development and concern about employees wellbeing was a strategic investment towards organisational stability, resilience and endurance in competitiveness in the healthcare industry.

Implications of the study

The implications of the research can be broadly applied to the practise as well as theory in the healthcare industry and human-resource management in general. On a practical level, the results indicated that it is important that employee satisfaction and employee development opportunities should be an important aspect of the talent-management strategy of healthcare organisations in Mumbai and similar settings. Continuous investment in skill development, facilitating growth of careers, ensuring conducive working process would go a long way in reducing the impact of employee turnover and thus help to build a loyal and high-performing workforce in organisations. This boosted retention and helped to build a positive image of the organisation as an attractive place to work, which in turn supported recruitment initiatives in a growing more competitive healthcare labor market.

Theoretically, it supports and built upon the existing theories of employee retention and attraction, and it empirically verified the importance of satisfaction and developmental support. These findings further contributed to the ever-growing body of evidence in the world that organisations should view talent management as a whole and not as a series of distinct HR activities (Achmad et al., 2023; Nguyen, 2020; Chang et al., 2021; Li et al., 2020). The use of a varied sample and the use of stratified random sampling in the study also highlighted the relevance of including and representative study design in addressing workplace phenomena with the view that the findings of the study can be generalised to other cohorts of professional phenomena.

Overall, all these implications explained why evidence-based management practises are needed, the importance of the alignment of organisational policies with employee aspirations, and the transformative nature of developing the workplace to help foster stability and growth. Healthcare organisations with clear plans for tackling satisfaction and opportunity gaps have a more resilient and robust recovery plan to meet the challenges they are facing, and to prepare for the workforce demands of the future.

The future scope of study

The future perspective of the present research incorporates a few compelling research and practise opportunities in the healthcare sector and other avenues too. Future research may explore the impact of various dimensions of employee satisfaction and development opportunities (e.g., mentoring, further training, leadership, and flexible work) on retention and attraction in different healthcare contexts, such as public versus private or urban versus rural. The longitudinal studies would enable a further insight into the effects of the variation in talent-management strategies throughout the years to elucidate the influence on employee commitment and reputation of the organisation. In further studies, qualitative research design would be an important addition to the current quantitative results offered by this study to understand the subtle employee experiences and perceptions. Comparative analysis of the healthcare sector, and other knowledge-based sectors can assist in gaining insights into sector specific challenges and talent management practices. Finally, there's the future of integration of technologically oriented talent-management practises and digital transformation, an emerging area of study, especially as healthcare organisations increasingly use digital tools to connect with staff and work with them.

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