

The Relationship between Talent Management Practices, Organizational Justice, and Employee Engagement

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Abstract

Purpose – The purpose of this paper is to investigate the influence of Talent management practices (Talent Acquisition, Talent Development, and Talent Retention), and Employee Engagement through mediation role of Organizational Justice in Al-Shifa hospital, European, Nasar hospital

Design/methodology/approach – Quantitative data were collected from Al-Shifa hospital, European, Nasar hospital; AMOS software (version 24) was used in testing the relationship, as well as testing the mediating effect of Organizational Justice.

Findings – The results revealed support for the mediating role of Organizational Justice on the relationship between Talent management practices (Talent Acquisition, Talent Development, and Talent Retention), and Employee Engagement.

Research limitations/implications – Policymakers and executives at three Palestinian public hospitals in Gaza should think about how to successfully embrace and execute Talent management practices that might promote and improve workers' perceptions of organizational justice. The health industry may improve employee engagement and increase organizational commitment, job satisfaction, and minimize turnover by adopting and implementing these strategies.

Practical implications – This study contributes to the understanding of the relationship between Talent management and Employee Engagement by clarifying a pathway between these variables. This study also generalizes consistent findings on the Talent management practices and Employee Engagement relationship to a different discipline and context, i.e. health sector.

Originality/value – This study adds to the domain of Human resource management by Organizational Justice as a mediator between Talent management practices (Talent Acquisition, Talent Development, and Talent Retention), and with work outcomes (Employee Engagement) in the middle east.

Keywords -Human Resource Management, Talent management, Talent Acquisition, Talent Development, Talent Retention, Employee Engagement, Organizational Justice.

Introduction

The issue of workplace justice has carved out a prominent place in literature. Several studies show that a greater sense of justice among employees can improve various aspects of organizational behavior, including job satisfaction (Alkadash, 2020; Ozel & Bayraktar, 2018), organizational commitment (Buluc & Gunes, 2014), organizational citizenship behavior (Nandan & Azim, 2015), and employee performance (Alkadash, & Alamarin, 2021; Ozel & Bayraktar, 2018; Alkadash, 2017). (Fiaz et al., 2021). As a result, knowing how people in companies make judgments about justice and how they respond to perceived justice or injustice is critical, particularly for developing an understanding of organizational behavior (Maleki & Taheri, 2012). Some institutions for hiring employees discovered that a large number of institutions have had challenges with hiring and retention. They claimed that hiring efficient and talented employees is extremely difficult and difficult (Raju, 2021). Because of this, these organizations must make an effort to retain valuable employees in order to compete by delivering valuable services and outputs to customers (Phillips & Connell, 2004). Today's talent management is a unique approach to human resource management that strives to achieve a competitive advantage via the strategic development of well-motivated and competent employees using a combination of cultural,

structural, and human resource strategies. Employees will be able to contribute effectively and fruitfully to the achievement of the organization's goals and objectives if talent management is done well (Raju, 2021). The process of discovering, developing, recruiting, retaining, and deploying high-potential persons at work is known as talent management (Wellins et al., 2009). The identification, development, and administration of talent portfolios are all part of talent management (Knott, 2016). As a result, it is a purposeful strategy for attracting, developing, and retaining people with the skills and talents to satisfy current and future organizational demands. Lewis and Heckman (2006) described talent management (TM) as HRM strategies, policies, and practices in which firms identify and focus resources on a small number of 'talented' personnel, such as high-performing or high-potential individuals (Gallardo-Gallardo et al. 2013).

In the business and management literature, talent management has received little ethical and organizational justice (Greenberg 1990) attention. Greenwood (2002) emphasizes the importance of fairness in human resource management. Gelens et al. (2013, 2014) investigate the impact of perceived organizational justice on talent management outcomes. Lacey and Groves (2014) and Swailes (2013), for example, have sparked debate about the fairness of talent management practices. Nonetheless, O'Connor and Crowley-Henry (2019) argue that a more comprehensive examination of the talent management issue from the perspective of organizational justice is needed.

According to Knott (2016), talent management has been a key focus in industrialized countries for decades, as evidenced by literature for countries like the United Kingdom, the United States, France, China, and Australia. These findings demonstrate that the desire for and quest for brilliance is universal. However, past research has not looked into the impact of talent management practices in the Middle East (Kaleem, 2019; Alharebi & Khalil, 2019). Anlesinya et al., (2019) stated that the concept of TM is still not obvious, and how TM and other managerial perceptions are related is not covered in the literature. As a result, the relationship between talent management and job outcomes in non-Western contexts in general, and the Middle East in particular, has to be investigated further (Raju, 2021). The purpose of this paper is to fill in some of the gaps in the literature regarding the relationship between talent management practices and employee engagement. Second, the study investigates the nature of the link between talent management strategies (talent acquisition, development, and retention) and employee engagement by examining the mediating function of perceived organizational justice.

2. Hypotheses and theoretical Background

2.1 Talent Management

The phrase "talent management" refers to the process of improving corporate value and motivating firms and organizations to achieve their objectives through strategic human capital planning. It is the ability of the organization to retain, recruit, reward, organize, and deploy high-potential skilled persons for future leadership positions. Despite advances in scientific study, there is still a lack of agreement on the definition of what talent management entails. Furthermore, many scholarly works in this topic do not define the terms "talent" and "talent management" specifically (Lewis & Heckman, 2006; Dries, 2013; Gallardo-Gallardo et al., 2013; Thunnissen et al., 2013).

Despite the fact that talent management has grown in popularity since 2007 (Gallardo-Gallardo et al., 2015), "a distressing lack of clarity regarding the definition, scope, and ultimate objectives of talent management" still exists (Lewis & Heckman, 2006, p. 139). These same writers claim that, in addition to the difficulties surrounding the notion's definition, there has been an alarming lack of theoretical progress, which has hampered both academic research and practical application of the concept (Lewis & Heckman, 2006). This means that there is still a gap between theory and practice (Thunnissen & Gallardo-Gallardo, 2017), as well as a lack of agreement on the concept of TM and the constructs that it is based on (Collings et al., 2015; Thunnissen, 2016).

The concept of talent has primarily focused on succession processes (Collings & Mellahi, 2009), identifying which key positions contribute to the business (Thunnissen & Gallardo-Gallardo, 2017; Lewis & Heckman, 2006), and identifying the talent pool, or people with the potential for succession who are a guarantee of the organization's future performance (Collings & Mellahi, 2009; Meyers et al., 2013). When it comes to strategic groupings, these high-potential groups are critical, according to resource dependency theory (Gomez-Mejia & Balkin, 1992; Pfeffer & Salancik, 1978).

2.2 Employee Engagement

Employees that are engaged in their work feel empowered; they are able to build strategies, make decisions, and utilize their ingenuity to solve problems; they are dedicated to their jobs, loyal, and perhaps more productive (Raju, 2018). They have a good mindset, collaborate well with others, and are aware of the business environment (Isa & Ibrahim, 2020). Employee engagement is a critical tool for increasing workplace efficiency, increasing employee motivation, and lowering attrition rates. Employee engagement, according to Gibbons (2006), is "a heightened emotional and intellectual connection that an employee feels for his or her job, company, management, or coworkers, which leads him or her to apply greater discretionary effort to his or her work."

According to Kular et al., (2008), engaged people are more productive at work because they are more focused, less easily distracted, and more driven, resulting in beneficial consequences for the company (Harter et al., 2002). Employee engagement has multiple meanings (Saks 2006), with a general lack of consensus in the literature on what it actually implies (Shuck 2011; Shuck & Reio 2014). Saks and Gruman (2014), Kahn (1990) and Maslach et al., (2001), prominent definitions of participation in the academic literature Employee engagement, according to Blessing White (2006), is defined as the relationship between increased job satisfaction and maximum job contribution.

Employee engagement, according to Schaufeli et al. (2002), is a good, rewarding, work-related state of mind that may be divided into three components: vigour, dedication, and absorption. The first aspect, vigour, is defined as being energetic and psychologically resilient when executing a work, wanting to put in effort and remain determined when faced with adversity (Schaufeli et al., 2002). An engaged employee is vivacious and energetic, giving great energy to the company and encouraging a high-performance culture. The second component is dedication, which can be defined as being completely invested in the work and experiencing feelings of importance, enthusiasm, encouragement, pride, and accomplishment (Schaufeli et al., 2002). Dedicated employees are dedicated to their work, highly driven, and eager to be proactive and go above and beyond to meet workplace objectives; they consider their roles and job results to be significantly important and meaningful. Absorption is the final component of employee engagement; it is defined as being fully submerged, giving complete concentration, and being favorably engrossed while performing one's job. Absorption at work can also be defined as a sense of enjoyment and pleasure in executing a task, with time seeming to fly by when one is loving what they are doing.

Employee engagement, according to Maslach et al. (2001), is "an energetic state of connection in personally satisfying activities that boost one's sense of professional efficacy." Kahn (1990) defined engagement as an employee's complete self-applied to work role performances in terms of physical, cognitive, and emotional energies. Investments in these three energies (physical, cognitive, and emotional) have been connected to job performance and employee engagement in empirical study (Kahn 1990; May et al. 2004; Rich et al. 2010; Thomas & Rowland 2014). Kahn (1990) further claims that engagement requires three psychological states: meaning, safety, and availability, with all three psychological states being crucial constructs in building an engaged workforce (Harter et al. 2002; Shuck 2011; AlMaamary, et al., 2021).

Employees feel valued, respected, and not taken for granted when their contributions, both physical and emotional, are recognized and rewarded, resulting in meaning. Employees feel safe when they can

completely commit to their role without fear of negative consequences, and when they believe their organization is helpful and trustworthy (Raju, 2018). Finally, availability refers to how prepared individuals are to become engaged and dedicated to their jobs, and it is predicated on employees having all of the resources and support (physical, emotional, and psychological) they need to cope with both work and non-work elements of their lives. Employees who are completely engaged are entirely dedicated to and driven by contributing to and attaining corporate goals, but they also gain self-satisfaction and a sense of worth as a result of their reciprocal relationship with the organization (Shuck 2011; Saks & Gruman 2014). Employee engagement and perceived organizational justice are represented in employees' self-satisfaction and sense of worth in a reciprocal connection with the organization, as indicated by SET and equity theory.

According to Gill (2007), if a company provides all of the resources that an employee expects, such as access to improve competences and equitable career progression chances, employees will be more involved in their work, produce more, and build a sense of loyalty to the corporation (Raju, 2018). Despite the widespread usage of employee engagement strategies in organizations, there is surprisingly little study on how to implement them effectively (Macey & Schneider, 2008). As a result, there is a gap between study findings on the relevance of employee engagement and the dearth of research on how to develop employee engagement strategies (Shuck, 2011).

2.3 Organizational Justice

Organizational justice values have long been acknowledged as a cornerstone for an organization's effective functioning and its employees' personal satisfaction (Greenberg 1990). Organizational justice (Greenberg 1990) is defined as the degree to which an employee believes their relationship with their organization is fair, equitable, and ethical, as developed from early theories of social justice such as Adams' (1963) equity theory and Homan's (1961) distributive justice theory (Cropanzano et al. 2007; Greenberg 1990; Malik & Singh 2014). Organizational justice is a three-part concept that includes distributive justice, procedural justice, and interactional justice.

The foundation of distributive justice, which stems from Adams' (1963) equity theory and Leventhal's (1976) justice judgement model (Greenberg 1990), is that human social behavior is "conditioned by the distribution of outcomes" (Ghosh et al. 2014, p. 631). The degree to which the distribution, or allocation, of outcomes (such as promotions and prizes) is fair is referred to as distributive justice (Adams 1963; Hofmans 2012). The study of distributive justice is expanded by procedural justice, or the perceived justice and fairness of the distribution procedure (Greenberg & Folger 1983; Leventhal 1980). According to research, the distribution of results (such as income and promotion) is not always as significant as the fairness of the outcome allocation process (Wan et al. 2012). When members of an organization have positive views about distributive justice and procedural justice, it is a good sign. They are more likely to report higher performance (Sapkota, 2021), lower employee turnover intentions (Arif, 2018), higher commitment (Andrew & Dennis, 2019), and enhanced citizenship behaviors (Jafari & Bidarian, 2012).

Interactional justice (Bies 1987; Bies & Moag 1986) is based on people's perceptions of the quality of interpersonal treatment they get as practices are applied. Interactional justice is based on the idea that employees' perceptions of fairness are influenced by the type of communication and information sharing that is used and is made up of two distinct types of justice (Greenberg 1990; Colquitt 2001): interpersonal justice, which is concerned with the dignity and respect that employees receive from those in authority, and informational justice, which is concerned with how well employees are informed about issues that affect them.

2.4 The Relationship between Talent management Practices and Employee Engagement

The phrase "talent management" refers to the process of improving corporate value and motivating firms and organizations to achieve their objectives through strategic human capital planning. It is the ability of the organization to retain, recruit, reward, organize, and deploy high-potential skilled persons for future leadership positions. The process of discovering, developing, recruiting, retaining, and deploying high-potential persons at work is known as talent management (Wellins, Smith & Erker, 2009). The process of talent acquisition is the process of identifying, estimating, and recruiting the best candidates for certain tasks in order to achieve organizational goals and meet project deadlines. Employee performance in their job duties will be directly affected by the acquisition process (Kaleem, 2019). It is defined as the process of attracting, selecting, and retaining qualified employees in order to meet corporate objectives (Ployhart, 2006). Cho, (2004) Employment planning and forecasting, recruitment, and selection are all part of the staffing process. Accurate employment planning and forecasting are the foundations of successful staffing. The task of employment forecasting and planning include determining future human resource supply and demand (Cho, 2004). The decision-making process for setting a standard of core abilities that must be hired also requires employment planning and forecasting. The appropriate guy for the right position is necessary for the best employee performance, which can only be secured by employing excellent talent acquisition tactics. It will ensure that the business reaps the maximum benefits of an employee's potential as quickly as possible, thereby boosting the employee's own performance (Kaleem, 2019). By reflecting recruiting and culture needs, a workplace atmosphere is established where people are more enthusiastic about their work and display the behaviors that organizations require to achieve greater results (Srivastava & Bhatnagar, 2008).

More than 250 workers of a telecoms firm were polled in a study done by Gill (2007) to examine their degree of work engagement and the impact that the selection procedure used to hire them had on engagement. For analysis, 175 employees who replied to the survey were kept. The purpose of this study was to look into how human resource recruiting and selection methodology and practices affect the engagement model. Wahba (2015) looked at the link between talent acquisition and employee engagement and discovered that talent acquisition has a substantial positive impact with employee engagement. Organizations should conduct continuous improvement efforts linked to attracting, developing, and retaining people, as well as suggest chances for process improvement in order to make employees more engaged, according to Jindal and Shaikh (2019). Employees create an emotional bond with their employer when they are effectively and positively engaged with them. Budiana and Wibowo (2019) investigated talent management solutions in order to boost employee engagement among talent pool personnel. They discovered a strong link between talent acquisition practices and employee engagement. Talent attraction has a favorable and considerable impact on employee engagement, according to Friday and Sunday (2019). In Bank XYZ Region I, Pasaribu et al. (2021) investigated the impact of Talent Management Practice on Employee Performance using Employee Engagement as an Intervening Variable. Workforce Staffing has a favorable and significant effect on Employee Engagement, according to the findings. Talent applicants with enthusiasm are expected to be easier to engage in organizations.

Training is a method of learning an action or a group of activities in order to improve a skill, behavior, or knowledge in order to attain the greatest results. Development is the process of learning via experiences that is used to improve an individual's ability and task attitude as a result of his or her learning experience. The practice of deliberately creating knowledge in persons with the goal of increasing present work performance and preparing employees for future positions is known as training and development (Wahba, 2015). The economic impact of talent acquisition and mobility demonstrates how talent development programs can reduce costs and increase organizational performance. Newcomers' employment attitudes, such as commitment and job happiness, are strongly linked to their training (Cho, 2004). Costen and Salazar (2011) studied the impact of training and

development on employee work satisfaction, loyalty, and intention to stay with the company in the lodging business in the United States. The study found that employees who receive proper training and development in several areas to build new abilities have higher job satisfaction, loyalty, and intention to stay. At ICICI Bank in Chennai, Arunmozhi (2015) performed study on employee engagement and involvement. 300 employees' responses were gathered and examined. According to the statistical research, there is a considerable difference between engaged and disengaged employees in terms of employees who received training and those who did not receive any training to improve work efficiency. The impact of Training and Development techniques on total employee engagement was investigated by Jain and Khurana (2017). The primary data of 450 respondents was collected via a self-administered questionnaire. The study's findings demonstrated that training and development had a considerable impact on job satisfaction, organizational commitment, and employee engagement. Employee Engagement has a favorable and significant impact on Talent Development, according to Friday and Sunday (2019). The impact of training on employee engagement was investigated by Praid and Sundaray (2020). A self-administered questionnaire was used to survey 143 employees. Employee engagement was found to be positively impacted by training. In Bank XYZ Region I, Pasaribu et al. (2021) investigated the impact of Talent Management Practice on Employee Performance using Employee Engagement as an Intervening Variable. Workforce Development has a favorable and significant impact on employee engagement, according to the findings.

The ability of a business to retain its personnel is known as talent retention. A simple statistic can be used to indicate retention. Employee retention, on the other hand, is a comprehensive approach because the rivalry for talented personnel is constantly fierce (Palanisamy, 2018). Efforts should be focused on the most valuable and talented employees. The employee's search for new chances will be fueled by a loss of happiness and loyalty to the organization (Palanisamy, 2018). Every employee has the right to know what he will do and how he can improve his performance at work in order to increase his own value and respect. As a result, talent retention motivates employees and helps them understand their worth in the firm. As the talent retention gives employees continuous feedback on their work and acknowledges their strong exceptional performance by encouraging them to use their full potential for the organization's better prospects (Kaleem, 2019). According to Dell and Hickey (2002), the employee value proposition explains "what's in it for them," or what extrinsic and intrinsic rewards they will receive in exchange for their labor in the present and future. According to Morton (2004) and Hughes and Rog (2008), firms that are able to successfully recruit and retain valuable people are devoted to showing "prospective employees that they are appreciated and that possibilities exist for them." Michaels et al., (2001) They summarized values that inspire talents into three main factors in the war for talent: company, job and compensation, and lifestyle. The author came up with a taxonomy for Value Proposition that attempted to encompass all Proposed Values. Compensation and benefits, company (Brand), work characteristics, communication, and the role of managers are some of the topics covered (Leadership). According to Kaleem (2019), there is a strong link between talent retention and employee performance. Wahba (2015), on the other hand, looked at the relationship between talent retention and employee engagement and discovered that there was no substantial link between the two. Employee engagement refers to how committed employees are to the company's efforts. They are reliant on talent management and are based on an individual employee's emotions and intellect (Ayub, 2017). Employee engagement in varied organizations begins with talent management (Chou, 2012). If the company prioritizes employee well-being and talent management, it will succeed. It will result in feelings of fulfillment and commitment (Lockwood, 2006). Employee engagement and talent management have a considerable beneficial association, according to the literature (Al Junaibi, 2014; Ayub, 2017; Sumarto & Rumaningsih 2021; Yuniati et al. 2021; Vorobyova, Alkadash, & Nadam, 2022). All of this research found that talent management has a big influence on employee engagement. Given the foregoing, the study concludes that talent management has a considerable impact on employee engagement. Employees are

more likely to be involved in their current organization when they see a favorable practice. As a result, hypotheses is proposed:

Hypothesis 1: Talent management (Talent Acquisition, Talent Development, Talent Retention) positively influence Employee Engagement

H1a: Talent Acquisition positively influence Employee Engagement.

H1b: Talent Development positively influences Employee Engagement

H1c: Talent Retention positively influences Employee Engagement

2.5 The Relationship between Talent management Practices and Organizational Justice

The TM practices of a business will be interpreted and seen differently by each employee, and each employee's reaction to the actual practice will be shaped by this subjective experience. As a result, the purpose of this paper is to better understand the relationship between an organization's Talent management practices, employees' opinions of their fairness, and the resulting influence on employee engagement. Employees are aware of the disparities in their experiences and are likely to raise concerns about fairness in general (O'Connor & Crowley-Henry 2019).

Employees who have more favorable terms and conditions (elites) are more likely to believe that their experiences are fair in relation to their contributions to the company. Employees' sense of organizational fairness may be harmed if they believe their employer's Talent management program is unjust (Gelens et al. 2014; Malik & Singh 2014). Despite the lack of justice-related research in Talent management, Gelens et al. (2014) explored the effects of perceived distribution and procedural justice in relation to TM using the equity theory (Adams, 1965). Rasoulzadeh and Samari's research found that (2020), The impact of organizational justice on managerial talent (0.46) was shown to be both favorable and substantial. Furthermore, the findings revealed that organizational fairness and talent management in the organization had a relationship with the meditation variable of moral leadership. According to Fasih et al., (2021), there is a positive association between distributive justice and talent management. The effect of talent management on overall justice was good and significant, according to Boonbumroongsuk and Rungruang, (2021). As a result, it is hypothesized that:

Hypothesis 2: Talent management practices (Talent Acquisition, Talent Development, Talent Retention) positively influence Organizational Justice

2.6 The Relationship between Organizational Justice and Employee Engagement

Employees' subjective perceptions of their employee-organizational connection (Greenberg 1990), which are closely tied to the quality of this relationship, are referred to as organizational justice perceptions (Purang 2011). Justice is extremely crucial in employee career development (Wooten and Cobb 1999), especially when it comes to the perceived fairness of organizational actions that affect employees or coworkers (Malik & Singh 2014). These notions of organizational justice can have a direct impact on the quality of social exchanges between individuals and their organizations. As a result, perceptions of organizational justice may have a detrimental impact on employee/organizational outcomes such as employee engagement (Biswas et al. 2013; Ghosh et al. 2014; Malik & Singh 2014). The physical, psychological, social, and organizational components of a job are referred to as job resources. that are either/or useful in reaching work objectives (Bakker & Demerouti, 2007). Furthermore, because of their functional importance in goal achievement, procedural, distributive, and interactional justice views may be viewed as resources that might help boost employee engagement. A lack of fairness might exacerbate burnout, whereas a positive view of fairness can boost participation (Maslach et al., 2001). Employees who perceive organizational decisions and managerial actions are unfair or unjust suffer sentiments of wrath, outrage, and resentment, and may even engage in acts of vengeance or retaliation, according to a number of studies (Greenberg, 1990; Sheppard et al., 1992; Folger, 1993). (Sheppard et al., 1992; Skarlicki & Folger, 1997). Employees who have a positive

impression of justice in their workplace are more likely to be fair in their positions, giving more of oneself through higher levels of engagement (Saks, 2006), and reciprocating through organizational citizenship behaviors (Organ, 1988). Employee disengagement has also been linked to organizational injustice in previous studies (e.g., Greenberg, 1990). Elanain (2008) investigated the role of distributive justice in mediating the relationship between job characteristics and work results (work satisfaction, organizational commitment and turnover intentions). According to the findings, distributive justice fully mediates the association between skill variety and job satisfaction, as well as the relationship between task identity and turnover intentions. According to Kittredge's (2010) research, procedural justice predicts organizational engagement. Ghosh et al. They discovered that distributive justice, procedural justice, and interactional justice are all highly connected to organizational engagement, according to a study published in 2014. Employees' job engagement and involvement may increase if they perceive an organization is fair in sharing organizational resources, according to Wan et al, (2018). According to Chandio et al. (2020), organizational injustice has a negative impact on employee association and engagement. According to Fasih et al., (2021), distributive justice has an impact on employee engagement and turnover intentions. The researcher hypothesised the following based on the entire literature review:

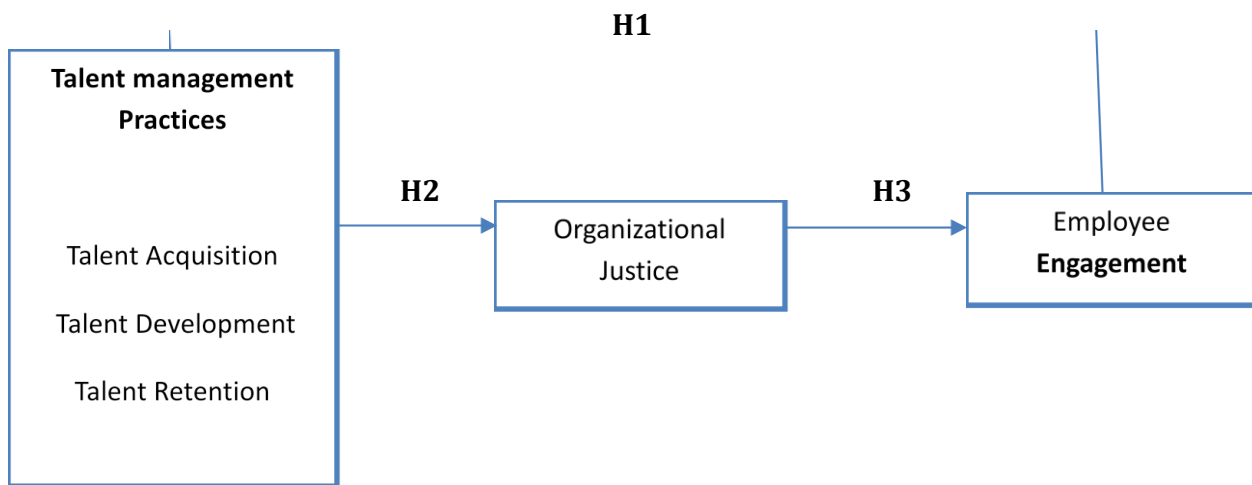
Hypothesis 3: Organizational justice positively influence Employee Engagement.

2.7 Organizational justice as a Mediator

Moreover, hypotheses highlight the linkages between Talent management practices, organizational justice, and Employee Engagement. Indirectly, the discussion proposes that Talent Acquisition, Talent Development, and Talent Retention affect Employee Engagement through the influence of organizational justice. SET and equity theory (Adams 1963; Blau 1964; Hofmans 2012; Slack et al. 2015) Employees aim to maintain what they believe to be a fair balance between their organizational inputs and what they receive in return or as reward with equity theory allowing for comparison with referent others. Each employee will judge whether the organization values their contributions and, as a result, will have either more favorable or less favorable judgments of fairness and justice (Adams 1963; Colquitt 2001). The proper application of talent management practices is critical in enhancing employee engagement. That is, organizations can effectively implement Talent Management Practices to promote organizational fairness, which will improve employee behavior and, as a result, Employee Engagement. As a result, the researcher suggests that organizational justice may play a mediating role in the relationship between Talent Management Practices and Employee Engagement. Furthermore, the study looked at the role of organizational justice in mediating the link between Talent Management Practices and Employee Engagement in hospitals. As a result of earlier research, this study hypothesises that:

Hypothesis 4: Organizational justice mediates the relationship between Talent management Practices (Talent Acquisition, Talent Development, Talent Retention) and Employee Engagement

The study's hypothesized model is depicted in Figure 1.



The study's sample was collected from three government hospitals in Palestine (Al-Shifa hospital, European, Nasar hospital). A convenience sample approach was utilized to gather data from 309 personnel working in Palestine Public Hospitals, and the study hypotheses were examined using a self-administered questionnaire and a convenience sampling method. Nurses were among the participants. The scales were written in English and then translated into Arabic. The Arabic version was likewise back translated into English, and an impartial linguist examined the two versions to guarantee comparability.

3.2 Measures

The questionnaire used seven-point Likert-type scales (ranging from 1 strongly disagrees to 7 strongly agree) to measure the items of the following constructs: Talent management practices. This construct was measured by 22-items adapted from (Rania, 2021; Lyria, 2015), while organizational justice was measured by 12 items from the 20-items adapted from (Niehoff & Moorman, 1993). Employee engagement was measured by 8-items adapted from (Payambarpour & Hooi, 2015).

3.3 Results

3.3.1 Measurement model

The initial objective when establishing structural equation modelling was to analyse the measurement models through the confirmatory factor analysis (CFA) of the variables proposed. The researcher then designed different SEM models so as to test the study hypotheses using AMOS software (version 24). The 32 observed variables comprising the Five constructs were subjected to confirmatory factor analyses (CFA) with the covariance matrix as input. As following table 1 clearly illustrates, all good-of-fit indexes have reached their standard acceptance level as found in previous studies, we can therefore conclude that the measuring model is relatively suitable for the data collected ($df= 452$, $CMIN (X^2) = 1495.726$, $P\text{-Value} = 0.000$, $AGFI = 0.813$, $CFI = 0.911$, $IFI = 0.912$, $TLI = 0.903$, and $RMSEA = 0.68$). In addition, composite reliability and variance extracted were calculated, with both showing good results in the Five constructs (see Tables 2). All the standardized estimates were significant and in the expected direction. The composite reliability statistic assesses the internal consistency of a measure and is analogous to coefficient alpha (Fornell & Larcker, 1981). CR estimates and AVE from the CFA all exceed the 0.50 cut-off value suggested by Hair et al, (2010).

Fit index	Modified model	Recommended values	Source
DF	452	≥ 0	Source: Hair et al. (2010)
CMIN (χ^2)	1495.726		
P-value	.000	> 0.05	
AGFI	.813	≥ 0.80	Source: Hair et al. (2010)
CFI	.911	≥ 0.90	Source: Hair et al. (2010)
IFI	.912	≥ 0.90	Hair et al., (2006); Ho, (2006), and Source: Hair et al. (2010)
TLI	.903	≥ 0.90	Hair et al., (2006); Ho, (2006), and Source: Hair et al. (2010)
RMSEA	.068	< 0.08	Hair et al., (2006); Ho, (2006), and Source: Hair et al. (2010)

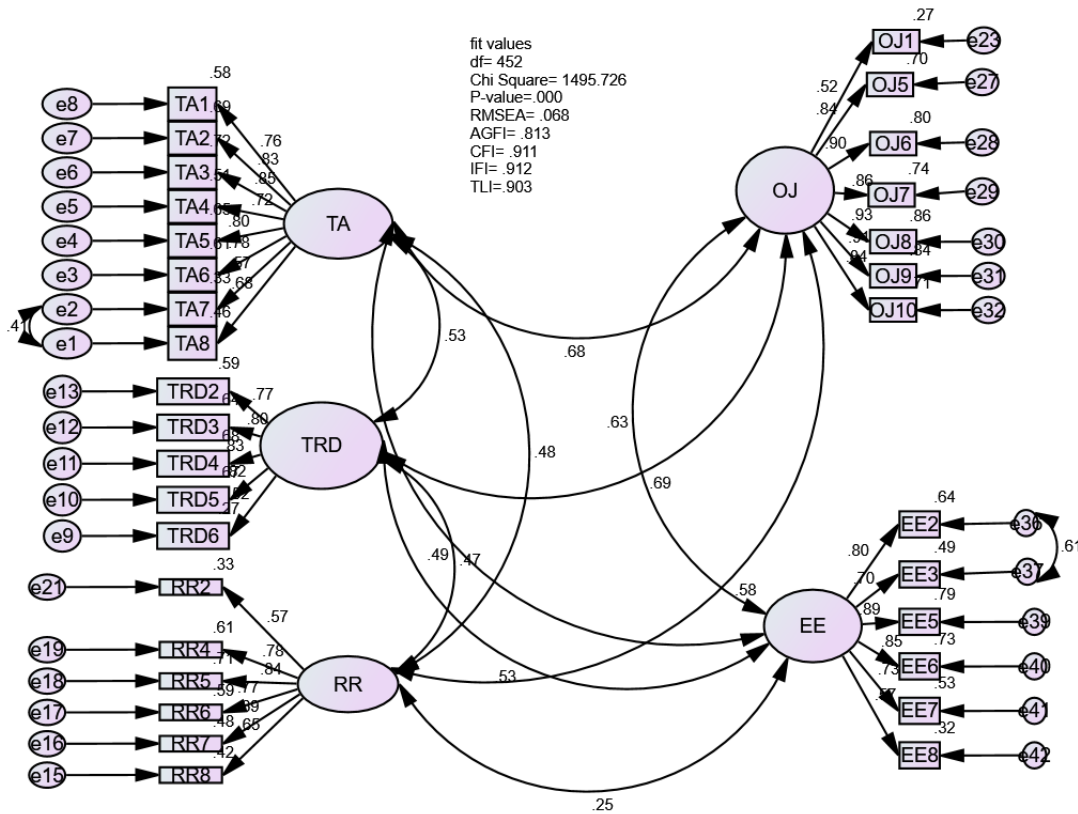


Figure 2: Modified measurement model with standardized factor loading for 32 reminder items

Variable	Mean	S.D	Composite Reliability	Variance extracted	1	2	3	4	5
Talent Acquisition	3.49	1.53	0.911	0.56	1				
Talent Development	3.59	1.39	0.867	0.57	.532***	1			
Talent Retention	3.67	1.32	0.866	0.52	.483***	.471***	1		

Employee Engagement	3.58	1.33	0.891	0.58	.485***	.525***	.247***	1	
organizational justice	4.40	1.18	0.941	0.70	.676***	.694***	.578***	.629***	1
Note(S): ** <0.001 level (two-tailed tests)									

Providing evidence of scale reliability. The CFA thus supports the overall measurement model and supports convergent validity and reliability.

3.3.2 Structural model

The structural equation model is the second main process of SEM analysis. The structural model provides details on the links between the variables. It shows the specific details of the relationship between the independent or exogenous variables and dependent or endogenous variables (Hair et al., 2006; Ho, 2006).

the structural design was good match, with the values of $Df= 452$, $CMIN (X^2) = 1495.726$, $P\text{-Value}= 0.000$, $AGFI = 0.813$, $CFI= 0.911$, $IFI= 0.912$, $TLI=0.903$, and $RMSEA = 0.68$. The fit indicator values indicate that the hypothetical model corresponds appropriately to the data observed (Byrne 2016). The track coefficients were therefore analyzed in the next step of the structural model.

Hypotheses Tests

Figure 3 represents the structural model and showing the hypothesized relationships between main constructs. As shown, the model contains five constructs (latent variables): Talent Acquisition, Talent Development, and Talent Retention as exogenous or independent variables, Organizational justice as mediating variable and Employee Engagement as endogenous or dependent variable. In this study the structural model was estimated, using the maximum likelihood estimate (MLE), to examine the research hypotheses. Testing of hypotheses was implemented by two stages. First stage was to examine the direct relationships between variables. Second stage was to examine the mediation relationships through finding direct and indirect effects and significance levels based on confidence intervals.

As shown in figure 3 that the R^2 values were 0.65 for the first regression model and 0.44 for the second regression model. It means that the five variables Talent management (Talent Acquisition, Talent Development, and Talent Retention) predicted 65 percent of variations in Organizational justice, while 44 percent of variations in Employee Engagement are explained by the three variables (Talent Acquisition, Talent Development, and Talent Retention), and Organizational justice in the structural model. In other words, the error variance of Organizational justice is approximately 65 percent of the variance of Organizational justice itself, while the error variance of Employee Engagement is approximately 44 percent of the variance of Employee Engagement itself. The overall score of R^2 values for both regressions satisfied the requirement for the 0.10 cut off value (Quaddus & Hofmeyer, 2007). Table 3 shows the unstandardized and standardized regression weight for the structural model in this research.

Table 3: The regression weights in the structural model

Regression model	Dependent variable	Predictor	Unstandardized Estimate		Standardized estimate	C.R	P-Value	Hypothesis Result
			Estimate	S.E.	Beta			
1	Organizational justice	Talent Acquisition	.26	.038	0.35***	6.99	0.001	H2a) Supported

		Talent Development	.40	.060	0.40***	6.80	0.001	H2b) Supported
		Talent Retention	.16	.032	0.21***	4.95	0.001	H2c) Supported
2	Employee Engagement	Talent Acquisition	.15	.069	.12**	2.23	0.01	H1a) Supported H2a) Supported
		Talent Development	.30	0.10	.18**	3.03	0.01	H1b) Supported
		Talent Retention	.25	0.06	.21***	4.01	0.00	H1c) Supported
		Organizational Justice	.88	0.13	.53***	6.59	0.00	H3) Supported

*. Contribution is significant at the 0.05 level (2-tailed); **. Contribution is significant at the 0.01 level (2-tailed); ***. Contribution is significant at the 0.001 level (2-tailed).

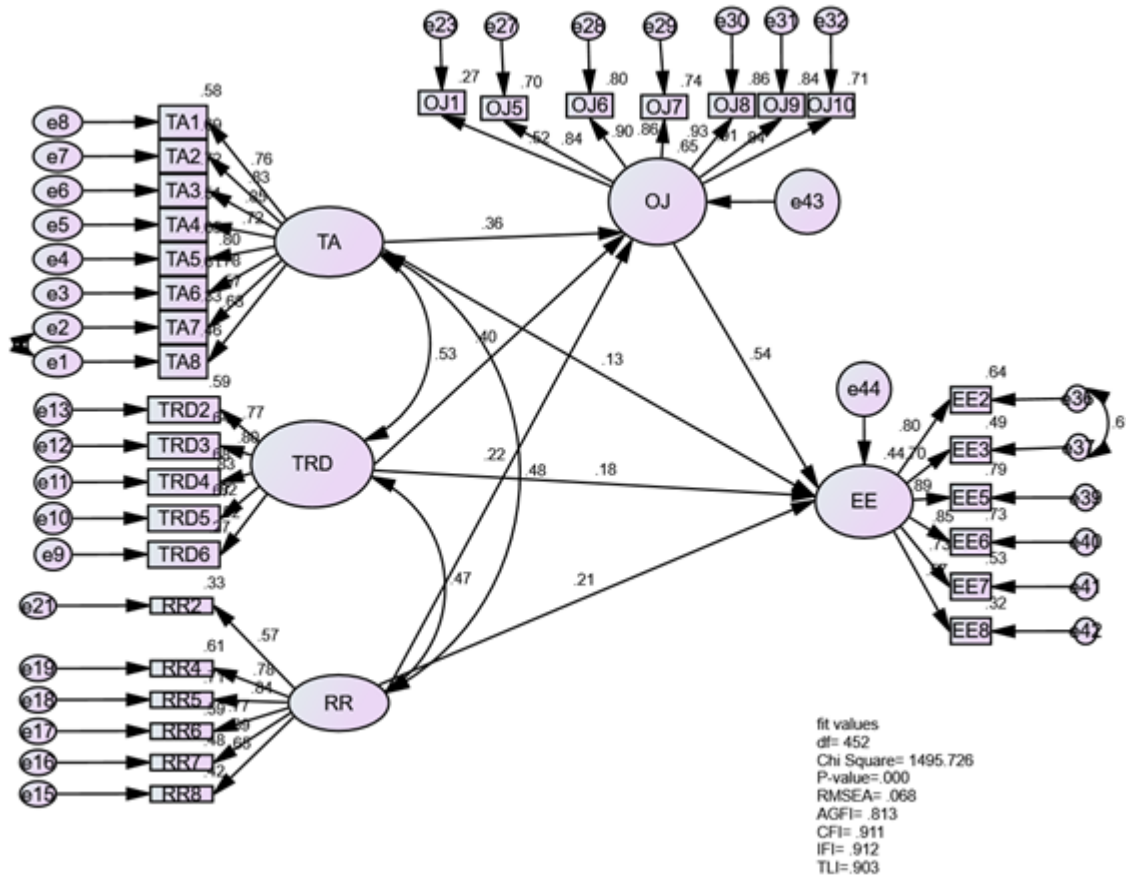


Figure 3: The structural model

The results of the structural model showed talent acquisition, talent development, and talent retention had significant functional influence on organizational justice, in term of talent acquisition ($\beta = .35$, CR.= 6.99, $p < 0.001$), talent development ($\beta = .40$, CR.= 6.80, $p < 0.001$), and talent retention ($\beta = .21$, CR.= 4.95, $p < 0.001$). Hence, the study thus, H2a, H2b, and H2c, was supported which indicates that the hypothesis 2 was fully supported. In contrast, talent acquisition ($\beta = .12$, CR.= 2.23, $p < 0.01$), talent development ($\beta = .18$, CR.= 3.03, $p < 0.01$), talent retention ($\beta = .21$, CR.= 4.01, $p < 0.001$), and organizational justice ($\beta = .53$, CR.= 6.59, $p < 0.001$), had significant functional effects by increasing

employee engagement. Hence, the study thus, H1a, H1b, H1c, and H3 were supported which indicates that the hypotheses 1 and 2 were fully supported.

Mediation Relationships, for testing mediating relationships, there are several methods. Baron and Kenny (1986) was used in this study. The conditions for testing the mediating relationships in this research were all fulfilled as seen in table 4. Talent acquisition, talent development, and talent retention significantly affect employee engagement; the paths from talent acquisition, talent development, and talent retention to organizational justice were all significant; and the path from organizational justice to employee engagement was significant. Thus, all conditions for testing organizational justice as mediator between talent acquisition, talent development, talent retention, and employee engagement were achieved.

The results in table 4 show that indirect effect (.23, .36, .14) exerted by organizational justice on the relationship between talent acquisition, talent development, talent retention and employee engagement is significant CI: (.14, .33; .26, .52; .08, .23). This result suggests that organizational justice partially mediates the relationship between talent acquisition, talent development, talent retention and employee engagement.

Hypotheses	Structural relationships			Lower bound	Upper bound	Indirect effect
H4a	Talent Acquisition	Organizational Justice	Employee Engagement	.14	.33	.23*
H4b	Talent Development	Organizational Justice	Employee Engagement	.26	.52	.36**
H4c	Talent Retention	Organizational Justice	Employee Engagement	.08	.23	.14**

*. Contribution is significant at the 0.05 level (2-tailed); **. Contribution is significant at the 0.01 level (2-tailed); ***. Contribution is significant at the 0.001 level (2-tailed)

4. Discussion

The study's main purpose was to look at talent management practices (talent acquisition, development, and retention) as well as employee engagement in a non-western environment of Palestine's health sector. The study also looked into whether Organizational Justice has a role in the relationship between talent acquisition, talent development, talent retention, and employee engagement. This study adds to the body of knowledge in the field of human resource management by emphasizing the importance of talent management in achieving positive work outcomes in a non-Western setting. Employee engagement in hospitals has arisen as an important problem for researchers to consider, owing to the increasing relevance of human capital in this sector.

However, few research in the Palestinian health industry have examined employees' perceptions of talent management practices on employee engagement. As a result, this study was done to see how workplace talent management (talent acquisition, development, and retention) affects work and employee engagement. Employee Engagement was found to be favorably correlated with talent acquisition, talent development, and talent retention. Employees that have a good attitude toward the TM program are more likely to report high levels of employee engagement, according to this study. Many studies have come to the same conclusion (AlJunaibi, 2014; Ayub, 2017; Sumarto & Rumaningsih 2021; Yuniati et al. 2021). That is, organizations can effectively use talent management practices to improve employee behavior, resulting in increased employee engagement in their work and working environment. As a result, employees are not only happier in their jobs, but also translate that happiness

into increased productivity and profitability for the hospitals. High levels of engagement boost organizational performance through promoting loyalty.

Justice is extremely crucial in the workplace, especially when it comes to the perceived fairness of organizational actions that affect employees or their coworkers (Malik & Singh 2014). Employees' sense of organizational justice may be negatively impacted if they believe their employer's TM program is unfair (Malik & Singh 2014).

Employees will return in like, such as with good behaviors, if they believe their relationship with their employer is fair and just (Blau, 1964; Gouldner, 1960). Organizational Justice also mediates the linkages between talent acquisition, talent development, talent retention, and employee engagement, according to the findings. Organizational Justice was found to partially mediate the impact of talent acquisition, development, and retention on employee engagement in the study. Employees who positively evaluate Talent management practices are more likely to perceive higher levels of organizational justice, which leads to better levels of employee engagement, according to the study. This study also aims to demonstrate that if organizations focus on talent management practices with a higher level of justice and implement them on a regular basis, they will be more successful. Setting personal development goals might help to promote fairness within an organization and increase employee engagement. As a result, Al-Shifa hospital, European, Nasar hospital must make a greater effort to recognize the true impact of talent management in developing organizational justice and increasing employee engagement. That is, hospitals can effectively implement talent management practices to promote hospital justice while also improving employee behavior, resulting in increased employee engagement. These findings can benefit not only academic research but also practitioners who want to better understand the relationship between the five variables in the model, which is especially important now since engagement strategies have become one of the competitive keys for businesses. However, there is still more work to be done in terms of bridging the gap between practitioners and academics. In this way, this paper supports a potential bridge for a more thorough understanding of the need for organizational justice.

5. Managerial Implications

How to increase employee engagement is a critical issue that hospitals must address. Researchers are paying more attention to employee engagement as a key indicator of job effectiveness (Gruman & Saks, 2011). Employee engagement can have a big impact on productivity and loyalty, but it also has a big impact on customer happiness, organizations reputation (Lockwood, 2007). As a result, one of the most pressing issues facing hospitals is how to increase employee engagement.

This research has managerial implications for administrators and managers, particularly in the health-care industry. Managers are encouraged to devote time, money, dedication, and other resources in order to establish a successful talent management system. hospitals should build organizational justice on the relationship between talent management practices (Talent Acquisition, Talent Development, and Talent Retention) and employee engagement, according to the findings of this study. In other words, this study has important consequences for hospitals, particularly for organizational practices that influence employee perceptions of talent management systems. Overall, the findings can be explained in terms of the social exchange theory (SET), which proposes that employee-organization relationships might be reciprocal. Employees are more likely to increase their engagement levels if they have a higher impression of corporate justice and believe they are treated fairly (Saks, 2006). To that aim, the Palestinian health sector should promote a work climate that prioritizes talent acquisition, talent development, talent retention, and organizational justice, since this will encourage employees to engage in social exchange (Bettencourt et al., 2005). Employees also expect their manager to acknowledge and reward their contributions, based on the reciprocity norm. As a result, the hospital should be devoted to

recognizing and rewarding staff contributions, both financially and non-financially. (For example, work-life perks) to their employees in accordance with the hospital's policies.

Fundamentally, the findings of this study will assist hospital managers, administrators, policy makers/stakeholders, and policy implementation committees in encouraging and ensuring proper implementation of employee recruitment, training, and retention with quick responses that can promote employee engagement among personnel and the system in general. Overall, the findings of this study show that talent management strategies help to boost employee engagement. As a result, hospitals should make an effort to link talent management practices to organizational justice. Employee motivation is aided by a fair and just system that encourages employees to accept change without fear and become more involved. There are various limitations to the conclusions of this study of organizational justice's mediating influence. Based on the limits of the research findings, recommendations for future research were made.

6. Recommendations for future research and limitations

Future research directions are suggested in light of the aforementioned limitations. Future research into multiple areas or sectors is encouraged to get new insights into how these notions work in different contexts. Furthermore, expanding this research to include additional types of industries, sectors, or countries will dramatically increase the amount of evidence available. Furthermore, using a longitudinal method may provide more comprehensive evidence while reducing the danger of potential bias in employee perception.

Second, while some studies have looked at organizational justice as a mediating variable in the relationship between talent management and employee engagement, few have looked at it as a mediating variable in the relationship between talent acquisition, talent development, talent retention, and employee engagement. Through the introduction and testing of antecedents talent acquisition, talent development, and talent retention with work outcomes employee engagement, this increased the understanding and theoretical development of organizational justice.

7. Conclusion

This research looked into the role of organizational justice in mediating the relationship between talent acquisition, development, retention, and employee engagement. Organizational justice can mediate the relationship between talent acquisition, talent development, talent retention, and employee engagement, according to the findings. The study adds to the body of knowledge by empirically and quantitatively investigating the relationship between talent management strategies and employee engagement in a Palestinian hospital. Many studies have found a link between talent management and employee engagement, but none have proven the breadth of the links that exist between talent acquisition, talent development, talent retention, and employee engagement via the mediating factor of organizational justice. The study suggests employing a large sample; another country's sector administration might undertake a similar study utilizing different factors or practice bundles to replicate the findings.

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