

# **IMPACT OF PROFESSIONAL DEVELOPMENT INTERVENTIONS IN RETAINING TALENTS IN HEALTHCARE SECTOR**

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**RANCHI**

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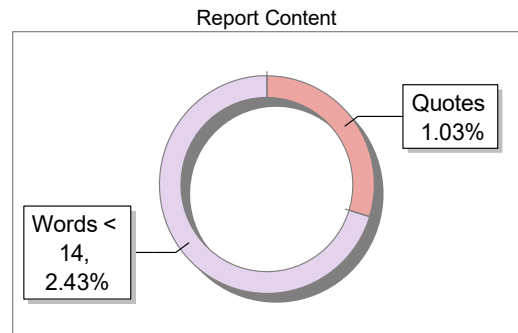
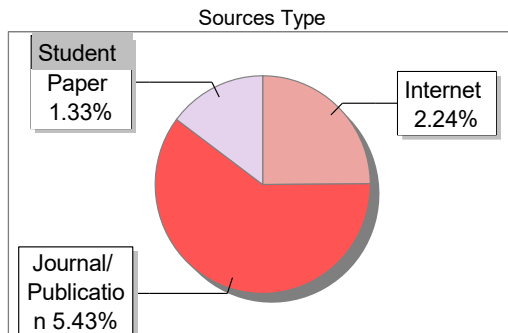
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## ABSTRACT

**Purpose:** The purpose of this study is to investigate the impact of Professional Development Interventions (PDI) on key organizational and employee-related factors, including Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee Engagement (EE), Motivation (Mo), and Trust towards the Organization (Tr), within the healthcare sector in the UAE. Additionally, the study aims to explore how these factors collectively contribute to Employee Retention (ER). Furthermore, it examines the influence of demographic variables, such as gender, age, income level, and marital status, on Employee Retention, providing a comprehensive understanding of the dynamics affecting workforce stability in UAE healthcare organizations.

**Design/ Methodology:** The present is exploratory and cross sectional in nature. The data were collected from the different hospitals located in United Arab Emirates. Total 550 data were collected from the employees from UAE (Dubai, Abu Dhabi, Sharjah, etc.). The data were collected using administering standardised questionnaire. Furthermore, Purposive sampling technique were used to gathered the data. The data were analysed using Structural Equation modelling using Smart-PLS.4.40 Software.

**Findings:** The study highlights the significant role of Professional Development Interventions (PDI) in enhancing Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee Engagement (EE), and Motivation (Mo), fostering a positive workplace environment. While PDI moderately influence Trust towards the Organization (Tr), their impact on Employee Retention (ER) is primarily driven by SP, Co, CB, EE, and Mo, emphasizing the importance of continuity, loyalty, fair compensation, involvement, and motivation for retention. Conversely, EP, JS, and Tr show no significant effect on ER, indicating other factors may overshadow their influence. Additionally, demographic factors such as gender, age, income level, and marital status do not significantly impact ER, suggesting that retention patterns are consistent across these variables. Overall, the findings underscore the importance of PDIs in shaping organizational outcomes and highlight areas for further focus to improve retention.

**Implication:** The findings suggest that organizations in the healthcare sector should prioritize Professional Development Interventions (PDI) to enhance key factors such as Succession Planning, Organizational Commitment, Employee Engagement, Compensation Benefits, and Motivation, as these significantly improve Employee Retention (ER). Efforts should focus on

creating programs that ensure continuity, fair rewards, active involvement, and employee loyalty. Additionally, since demographic factors do not influence retention, organizations can adopt universal strategies rather than tailoring them based on gender, age, income, or marital status. Lastly, attention should be directed toward identifying and addressing external factors affecting Job Security, Productivity, and Trust, which showed limited impact on retention.

**Originality:** This research is original in its focus on the healthcare sector in the UAE, specifically examining the role of Professional Development Interventions (PDI) in influencing critical organizational factors and their collective impact on Employee Retention (ER). Unlike prior studies, this research provides a comprehensive analysis of PDI's effects on Succession Planning, Organizational Commitment, Employee Engagement, and other key variables, while also exploring the limited role of demographic factors. The study offers unique insights into retention strategies tailored for the healthcare sector, addressing a gap in the existing literature.

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## **List of Abbreviations**

PDI = Professional Development Intervention (PDI)

SP = Succession Planning

EP = Employee Productivity

JS = Job Security

OC = Organizational Commitment

CB = Compensation Benefits

EE = Employee Engagement

EM = Employee Motivation

ER = Employee Retention

ANOVA= Analysis of Variance.

PLS-SEM= Partial Least Square Structural Equation Modeling.

SEM-ANN= Structural Equation Modeling with Artificial Neural Networks.

EFA=Exploratory Factor Analysis.

CFA= Confirmatory Factor Analysis.

AVE= Average Variance Extracted.

CR= Composite Reliability.

VIF=Variance Inflation Factor.

RMSE= Root Mean Square Error.

# Chapter 1

# Introduction

## **1.1 Background of the study**

Employee retention is a significant issue in healthcare across the globe, and it is particularly critical in the United Arab Emirates (UAE), where the healthcare sector is rapidly (Al-Hanawi et al., 2019). The UAE government has made considerable investments in healthcare infrastructure, aligning with its Vision 2021 and subsequent national strategic plans that focus on enhancing healthcare quality, accessibility, and innovation (Rafeea et al., 2021). Retaining skilled healthcare professionals is crucial for achieving these objectives and supporting the sector's growth (Alkhamis & Miraj, 2021). High turnover rates in healthcare can disrupt patient care, raise operational costs, and put additional strain on the remaining workforce, which can negatively impact service quality and organizational stability (Alkhurayji et al., 2024). Thus, it is vital to understand and tackle the factors that affect employee retention to foster a sustainable healthcare system in the UAE.

A key strategy for improving employee retention in healthcare is the implementation of Professional Development Interventions (PDIs) (G. Blau et al., 2008). PDIs encompass a range of programs and initiatives designed to enhance employees' skills, knowledge, and career advancement (Borg, 2018). These interventions can include structured training sessions, mentorship opportunities, career counselling, and workshops that align with both the goals of the organization and the aspirations of the employees. In the UAE healthcare sector, PDIs hold particular significance, as they can enhance both clinical and non-clinical skills, which in turn positively affects patient care and operational efficiency (Kinnison & May, 2017). For example, training programs that emphasize patient safety and quality of care can boost employees' confidence, resulting in greater job satisfaction and reduced turnover intentions (Boone et al., 2024). The positive impact of PDIs on essential organizational factors such as job satisfaction, commitment, and engagement are well-established (Shuck et al., 2014; Thahir et al., 2021). By

investing in these programs, healthcare organizations in the UAE demonstrate to their employees that their professional growth is valued, which fosters greater loyalty and commitment to the organization. Employees who perceive clear opportunities for career development are more inclined to remain with the organization, thereby helping to lower turnover rates and build a stable, experienced workforce (Almalki et al., 2012). This stability is crucial in healthcare, as consistent staffing enhances team cohesion and the quality of patient care.

In the UAE, the healthcare workforce is diverse, consisting of Emirati nationals and expatriates from various countries, which underscores the need for professional development initiatives (PDIs) that are inclusive and adaptable to different cultural backgrounds (Mellahi, 2006). Customized PDIs that address this diversity can enhance employees' skills and create a sense of belonging and alignment with the organization's mission. In a challenging field like healthcare, employees who feel culturally and professionally integrated are generally more motivated, less stressed, and more engaged, which can significantly lower turnover rates (Alqahtani et al., 2024). As the UAE continues to develop its healthcare capabilities in line with national goals, initiatives focused on career advancement are becoming increasingly vital (Alkhamis & Miraj, 2021). By providing career development opportunities, organizations enable employees to move into specialized or leadership positions, making the workplace more attractive. These initiatives demonstrate a commitment to employee success, fostering an environment conducive to long-term retention (Mani & Goniewicz, 2024).

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Succession Planning (SP) is a vital aspect of Professional Development Initiatives (PDIs) that ensures leadership and specialized roles remain stable. This is especially important in the UAE healthcare sector, where there is a constant need for highly skilled and experienced professionals (Paulo et al., 2019). Succession planning focuses on identifying and training high-potential employees to step into critical roles as necessary, which helps reduce disruptions caused by leadership changes or key personnel leaving. This strategy not only fills vacancies but also maintains institutional knowledge, upholds quality standards, and ensures smooth transitions of responsibility (Jackson & Allen, 2022). Given the high stakes in healthcare, effective succession planning is essential for maintaining consistent patient care and safety (Duffy, 2022). By developing a strong internal talent pool, healthcare organizations can guarantee that key positions are filled by well-prepared individuals (Evans, 2009). Clear career progression pathways enhance employees' confidence in their future within the organization, increasing their sense of purpose and belonging (Mdletshe, 2023). Employees who recognize a structured and supportive growth environment are more likely to stay committed to their employer, which improves retention (Federman, 2009). This approach encourages a culture of mentorship, where senior staff actively support and prepare their colleagues for future roles. Professional Development Initiatives (PDIs) play a crucial role in enhancing employee

productivity, which is especially important in healthcare where efficiency and accuracy in patient care are paramount. Employees who regularly engage in PDIs tend to be more productive, positively impacting both organizational performance and patient outcomes (Al-Hanawi et al., 2019). Increased productivity fosters a supportive work environment where employees feel capable and motivated, which in turn aids in retention. Furthermore, PDIs contribute to job security, a critical aspect in the demanding healthcare field. When employees feel secure in their positions and possess the necessary skills, they are more likely to develop loyalty to their organization. This sense of security can alleviate stress and anxiety related to their jobs, making long-term retention more feasible (Al-Ahmadi & Roland, 2005). Additionally, PDIs are essential for promoting organizational commitment and engagement (Roodt & Kotze, 2005). Continuous professional development allows employees to feel a connection to their organization, as they recognize that their growth is appreciated and nurtured. In the UAE healthcare sector, this commitment not only boosts employee retention but also helps maintain valuable knowledge and expertise, thereby enhancing team cohesion and the quality of patient care (Urme, 2023). Moreover, PDIs fulfil both intrinsic and extrinsic needs, increasing job satisfaction and the likelihood of employees remaining with the organization. Compensation and benefits are closely linked to professional development, as numerous healthcare organizations in the UAE provide rewards and incentives for advancing skills and knowledge (Hongoro & Normand, 2011). By incorporating PDIs into their compensation frameworks, organizations can attract and retain top talent, creating a positive cycle of development, enhanced compensation, and job satisfaction (Turner, 2017).

The impact of Professional Development Initiatives (PDIs) on employee engagement and trust is significant. In the UAE, employee engagement plays a vital role as it directly affects the quality of care provided (X. Chen et al., 2022). Employees who are engaged tend to be more productive and show a stronger commitment to patient outcomes, which aligns with the goals

of the organization. By investing in PDIs, organizations build trust, demonstrating to employees that their development and job security are important (Kim & Park, 2020). It's also crucial to consider demographic factors like gender, age, income, and marital status within the UAE's diverse healthcare workforce. Tailoring retention strategies to meet these demographic needs enables organizations to foster an inclusive and supportive environment that addresses the diverse expectations of their employees.

### **1.1.1. Healthcare System Structure in United Arab Emirates (UAE)**

The healthcare system in the United Arab Emirates (UAE) consists of both public and private sectors, each playing a crucial role in addressing the health needs of the population. The UAE government places a strong emphasis on healthcare as part of its national development strategy, ensuring that services are accessible, of high quality, and meet international standards. The Ministry of Health and Prevention (MoHAP) is responsible for overseeing public healthcare, with support from health authorities in individual emirates, such as the Dubai Health Authority (DHA) and the Department of Health Abu Dhabi (DoH).

The healthcare system in the UAE comprises a robust mix of public and private sectors that ensure comprehensive medical services for the population. As of recent data, the UAE had a total of **166 hospitals**, with **39.4%** being government hospitals and **60.6%** under private ownership. Abu Dhabi alone accounts for **66 hospitals**, predominantly private (88.5%), while Dubai features **52 hospitals** with a similar private sector dominance. Other emirates such as Sharjah, Ras Al Khaimah, and Fujairah collectively contribute to this extensive network, ensuring diverse healthcare offerings across the region.

The country's healthcare infrastructure is notable for its high bed occupancy rates, which reached an average of **54.4%** in 2021. This underscores the efficient utilization of medical resources within its hospitals. Additionally, the UAE's continuous investment in medical

technology and partnerships between the public and private sectors bolster the quality and accessibility of care. The UAE allocates about 4% of its GDP to healthcare, demonstrating a strong commitment to delivering quality medical services. With a life expectancy of approximately 78.5 years, the nation benefits from ongoing advancements in medical care, early diagnosis, and preventive health initiatives.

### **1.1.2. Workforce and Human Resource**

The healthcare workforce in the UAE is made up of a diverse group of professionals, including doctors, nurses, and allied health personnel, all of whom are vital to both the public and private healthcare sectors. Recent statistics show that there are around 100,000 registered healthcare professionals in the UAE. Similar to other GCC countries, the healthcare system in the UAE relies heavily on expatriates, who make up about 70-80% of the workforce, helping the country meet the high demand across various medical specialties. However, this reliance poses challenges regarding workforce sustainability and retention. To address this, the UAE government has launched initiatives aimed at increasing the number of Emirati nationals in the healthcare field. Programs under the National Program for Advanced Skills, along with medical scholarships and specialized training, demonstrate efforts that align with Vision 2021 and Vision 2030 to nurture local talent and lessen dependence on foreign labor. In tackling future challenges such as workforce shortages and the rising incidence of chronic diseases, the UAE is committed to investing in professional development and incentives, working towards a self-sufficient healthcare system that upholds high international standards.

### **1.1.3. Health indicators in United Arab Emirates (UAE)**

Health indicators in the UAE have shown remarkable improvement, highlighting the nation's dedication to enhancing healthcare services and the well-being of its population. Life expectancy at birth in the UAE has risen to about 78.5 years in recent years, a significant

increase from previous decades, thanks to better healthcare infrastructure, improved living conditions, and effective disease prevention measures (World Bank, 2021). Maternal and infant health have also made great strides, with the maternal mortality ratio standing at an impressively low rate of around 3 deaths per 100,000 live births as of 2020. This achievement is largely due to widespread access to quality prenatal and postnatal care, strong health policies, and national awareness campaigns focused on maternal health (WHO, 2021). Furthermore, the infant mortality rate has decreased to approximately 5.5 deaths per 1,000 live births, indicating progress in neonatal and paediatric care, comprehensive vaccination initiatives, and a strong emphasis on child health programs. The UAE has taken proactive steps to tackle chronic diseases through initiatives that promote healthy lifestyles and preventive care. Campaigns aimed at addressing obesity, diabetes, and cardiovascular issues are part of a holistic strategy to enhance public health. Programs like the "National Agenda for Vision 2021" focus on reducing lifestyle-related diseases and improving overall health standards, in line with the government's objective to cultivate a healthier nation. The World Health Organization (WHO) and other international health organizations have acknowledged these efforts, emphasizing the need for ongoing attention to healthcare sustainability and reforms to tackle emerging health challenges in the region.

#### **1.1.4 Challenges and Future Directions**

The UAE's healthcare system, while robust in many areas, is confronted with significant challenges such as workforce shortages and the growing demand for services. Despite the expansion of the healthcare sector and the influx of diverse medical professionals, there is still a heavy dependence on expatriate workers, which can create risks for service continuity and quality (CYRILL, 2015). In response, the UAE government is taking steps to strengthen its workforce by launching training and educational initiatives designed to cultivate local talent in the medical field (Gonzalez, 2008). This strategy is part of a larger goal to develop a more self-

sufficient healthcare workforce capable of addressing the needs of an aging population and the increasing prevalence of chronic conditions like diabetes, obesity, and cardiovascular diseases in UAE (Hajat et al., 2012). To tackle these issues, the UAE's healthcare strategies involve significant investments in infrastructure, technology, and innovation. There is a strong emphasis on initiatives that utilize telemedicine and advanced healthcare technologies to improve service delivery, particularly in remote and underserved areas. The "UAE Vision 2031" and other strategic frameworks focus on enhancing the efficiency and accessibility of healthcare services while promoting preventive care and public health education (Kyriakidis et al., 2024). Additionally, the government is encouraging collaborations between the public and private sectors to optimize resources, elevate service quality, and expand capacity. By prioritizing preventive care, health awareness, and the integration of technological solutions, the UAE aims to reduce the rising rates of chronic diseases, lower healthcare costs, and enhance overall health outcomes in the long run.

## **1.2 Problem Statement**

The healthcare sector in the UAE is facing significant challenges with employee retention, an issue that extends beyond mere statistics and policies, impacting the core of healthcare delivery and patient experience. High turnover rates among healthcare professionals disrupt the continuity of care and have direct, tangible effects on both providers and patients. When experienced staff members depart, it increases the burden on the remaining teams, potentially leading to burnout, decreased job satisfaction, and, ultimately, more turnover. This creates a cycle of instability that undermines patient outcomes and hinders the development of a cohesive healthcare system. Despite substantial government investments in healthcare infrastructure and technology, the sector continues to struggle with maintaining a stable and engaged workforce. The retention issue is especially pronounced due to the UAE's dependence on a multinational workforce, which includes a large number of expatriates. While this

diversity enriches the environment, it also complicates workforce management, as various cultural, social, and economic factors influence job satisfaction and long-term commitment in different ways. High turnover disrupts patient care by affecting the patient-provider relationship, which is crucial for building trust and ensuring effective treatment. Inconsistent care resulting from staff changes can lead to delays in diagnosis, lower patient compliance, and less than optimal health outcomes. Additionally, the processes of recruitment and training not only incur significant financial costs but also consume valuable time and resources, impacting overall operational efficiency. These frequent disruptions prevent healthcare facilities from fully leveraging their technological investments and advanced infrastructure, as new staff often require time to adapt, learn, and integrate effectively into the system. The implications of these challenges are significant. They place pressure on healthcare administrators, who must find a balance between delivering services and managing resources, and affect policymakers who are working towards sustainable healthcare models. Without a clear plan to tackle retention, healthcare facilities may face operational inefficiencies, budget constraints, and lower patient satisfaction. The wider community also feels the effects, experiencing longer wait times, decreased service quality, and rising healthcare costs. For the UAE to reach its objectives for a high-performing healthcare system that aligns with global standards, it is crucial to address these retention issues through targeted strategies—such as comprehensive professional development programs, improved compensation packages, and initiatives that boost job satisfaction and security.

To address this pressing issue, present study aims to explore how Professional Development Interventions (PDIs) affect organizational outcomes in healthcare settings across the UAE. Although previous research highlights the importance of PDIs in improving employee skills and satisfaction, there is a lack of empirical studies that look into their impact on critical factors like Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational

Commitment (OC), Compensation Benefits (CB), Employee Engagement (EE), Motivation (EM), and Organizational Trust (Tr). This understanding is especially important considering the UAE's diverse workforce, which includes a significant number of expatriates and a variety of cultural backgrounds (Haak-Saheem, 2016).

Additionally, demographic factors such as gender, age, income level, and marital status may play significant roles in shaping employee retention rates, yet their influence within this context has not been adequately addressed. By examining the interplay of these variables and their overall effect on Employee Retention (ER), this study seeks to fill an important knowledge gap, providing strategic insights that can guide policy and human resource practices. These insights are designed to align with the UAE's wider healthcare strategies and support the development of a stable, motivated, and dedicated workforce, which is crucial for the country's long-term vision of sustainable health sector growth.

### **1.3 Research Gap**

#### **Research Gap 1: Limited Understanding of PDIs in Healthcare Contexts**

While there is an increasing amount of literature on Professional Development Interventions (PDIs) across different sectors, their particular effects on healthcare organizations in the UAE have not been thoroughly examined. This gap highlights the necessity for empirical research to investigate how PDIs influence important organizational outcomes in UAE healthcare settings, taking into account the distinct socio-cultural and economic traits of the region's workforce.

#### **Research Gap 2: Insufficient Focus on Employee Retention Factors**

While many studies have explored the factors that impact employee retention in the healthcare industry, there is still a lack of understanding regarding how Professional Development Initiatives (PDIs) influence key retention-related aspects like Job Security, Organizational

Commitment, and Employee Engagement in the UAE. Examining these connections is vital for creating effective retention strategies that are specifically designed for the UAE's healthcare sector, which is characterized by high turnover rates and a diverse, frequently expatriate workforce.

### **Research Gap 3: Overlooked Demographic Influences**

Current research frequently overlooks the impact of demographic factors like gender, age, income level, and marital status on employee retention rates in the UAE's healthcare sector. This gap underscores the importance of exploring how these demographics relate to PDIs and retention results, particularly considering the diversity of the workforce and the dependence on international professionals.

### **Research Gap 4: Lack of Integration with National Healthcare Goals**

While organizational development strategies can align with national objectives, there is a clear lack of research connecting Professional Development Initiatives (PDIs) and employee retention efforts to the UAE's national strategies, including the UAE Vision 2021 and Centennial 2071 (Zakarneh et al., 2024). It is crucial to conduct research that links PDIs to these strategic goals in order to promote a sustainable and effective healthcare system that supports the country's long-term vision for health and well-being.

### **Research Gap 5: Need for Holistic Approaches**

Current studies frequently focus on individual factors that affect employee retention, yet they tend to neglect comprehensive models that evaluate the interactions among different organizational elements influenced by PDIs. This oversight highlights the necessity for research that includes multiple factors, such as Succession Planning and Compensation Benefits, to better understand their collective impact on Employee Retention in healthcare organizations in the UAE. Adopting such a holistic approach could provide valuable insights

for developing effective retention strategies that improve workforce stability and the quality of care.

#### **1.4 Research Questions**

**RQ1.** How do Professional Development Interventions (PDIs) impact key organizational outcomes in healthcare organizations in the UAE, such as Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (OC), Compensation Benefits (CB), Employee Engagement (EE), Employee Motivation (EM), and Trust towards the Organization (Tr)?

**RQ2.** What is the combined effect of these organizational outcomes (SP, EP, JS, OC, CB, EE, EM, and Tr) on Employee Retention (ER) in healthcare organizations in the UAE?

**RQ3.** How do demographic factors (gender, age, income level, and marital status) influence Employee Retention (ER) in the context of the UAE's healthcare sector?

#### **1.5 Research Objectives**

This analysis has identified critical gaps in understanding how Professional Development Interventions (PDI) affect employee retention in the healthcare sector. The primary aim of this study is to comprehensively explore the impact of PDI on various organizational factors and how these factors, in turn, contribute to retaining talent in healthcare organizations. Additionally, the study considers the influence of demographic variables on these relationships to provide a richer, more nuanced understanding of talent retention in healthcare. Consequently, the research objectives are designed to address these core themes:

- ✓ To examine how Professional Development Interventions (PDI) influence key factors such as Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee

Engagement (EE), Motivation (Mo), and Trust towards Organization (Tr) in the healthcare sector.

- ✓ To explore how these factors collectively affect Employee Retention (ER) in UAE healthcare organizations.
- ✓ To investigate the effect of demographic factors (gender, age, income level, and marital status) on Employee Retention (ER) in the healthcare sector in the UAE.

These objectives are crafted to provide an in-depth understanding of the critical factors driving employee retention in healthcare, thereby addressing key gaps in the existing literature and offering valuable insights for organizational practice in the healthcare sector.

## **1.6 Scope of the Study**

This study is essential for enhancing our understanding of Professional Development Interventions (PDIs) in the UAE's healthcare sector, particularly regarding their effects on important organizational outcomes like Succession Planning, Employee Productivity, Job Security, Organizational Commitment, and Employee Engagement. These elements are vital for building a sustainable healthcare workforce, especially in the fast-growing and demanding environment of the UAE, where both local and expatriate healthcare professionals play a key role in service delivery. While PDIs are acknowledged worldwide for their contribution to workforce improvement, there is a lack of research on their specific effects within the UAE's healthcare context. This study addresses that gap by providing evidence on how PDIs impact various organizational aspects, thereby fostering a more stable and skilled workforce. With the UAE's strategic emphasis on healthcare excellence, this research provides crucial insights that can assist healthcare organizations and policymakers in creating and implementing effective PDIs. By examining how PDIs promote both individual and organizational development, the study enhances our understanding of how these interventions can cultivate a resilient and

engaged workforce, ultimately leading to improved patient outcomes and healthcare delivery. Employee retention is crucial in the healthcare sector, where high turnover can disrupt care continuity, impact patient outcomes, and increase recruitment and training costs. This study provides healthcare administrators and policymakers in the UAE with evidence-based insights into how Professional Development Initiatives (PDIs) and related organizational factors, such as Job Security, Compensation Benefits, and Trust in the Organization, can enhance employee retention. Understanding that turnover affects service delivery and expenses, the research outlines actionable strategies to promote workforce stability. By identifying what motivates employees to stay, the study suggests practical methods to improve engagement, satisfaction, and commitment, ultimately leading to better healthcare services. Additionally, the study aligns with the UAE's Vision 2031 and the National Strategy for Wellbeing, which aim to establish a world-class healthcare system that meets the needs of a diverse and growing population. By exploring the impact of PDIs and succession planning on workforce retention and stability, the research supports these national objectives, advocating for a workforce prepared to tackle evolving healthcare challenges. The findings emphasize the significance of targeted PDIs in developing a skilled workforce capable of providing high-quality patient care and maintaining service standards as healthcare demands change.

The study also offers valuable insights for enhancing HR practices in the UAE healthcare sector. By examining how PDIs affect employee motivation, engagement, and retention, the research provides strategic recommendations for HR departments. This involves developing inclusive and tailored retention strategies that take into account demographic factors like gender, age, and income levels, addressing the varied needs of the UAE's healthcare workforce. These suggestions help healthcare institutions foster supportive and inclusive work environments, improving workforce stability and aligning with the country's goal of providing outstanding healthcare services.

## 1.7 Organization of the Thesis

**The thesis is structured into several chapters, each focusing on essential elements of the study in a coherent manner.**

**Introduction:** This chapter sets the stage for the study, emphasizing the significance of employee retention within UAE healthcare sector and introducing the impact of Professional Development Interventions (PDIs) in achieving this aim. It outlines the problem statement, research questions, objectives, and the study's importance, along with an overview of UAE's Vision 2030 and its implications for healthcare.

**Review of Literature:** The second chapter presents a thorough examination of the existing literature concerning PDIs, employee retention, and other pertinent organizational factors such as Succession Planning, Employee Productivity, Job Security, Organizational Commitment, and Employee Engagement. It delves into prior studies and theories related to PDIs, identifying the gaps that this research intends to fill. Furthermore, this chapter also discusses the theoretical foundations that underpin the study, highlighting key models and theories that illustrate how PDIs influence different organizational outcomes. Additionally, it presents the hypotheses that will be tested in this research, drawing from the existing literature.

**Research Methodology:** It details the study's population, sampling techniques, data collection methods, and the statistical tools used for analysis. Additionally, this chapter discusses the ethical considerations that were taken into account during the research process.

**Data Analysis and Results:** Presents the outcomes of the study's data analysis, structured around the research questions and hypotheses. Statistical methods are applied to assess the influence of PDIs on various organizational outcomes, with a specific emphasis on employee

retention. To enhance understanding, tables, charts, and other visual aids are incorporated to highlight key findings.

**Discussion:** the results are interpreted in the context of the research questions, objectives, and existing literature. The implications of the findings are examined, especially in terms of their relevance to HR practices in healthcare, strategies for employee retention, and their alignment with the goals of Vision 2030.

**Conclusion and Recommendations:** it provides a summary of the key findings and contributions of the study, offers actionable recommendations for healthcare administrators and policymakers, and addresses the limitations of the research. It also proposes directions for future research on PDIs and employee retention within healthcare environments.

**References:** This section contains a detailed list of all sources cited in the thesis, following the appropriate citation guidelines.

**Appendices:** The appendices hold additional materials such as survey instruments, consent forms, and other relevant documents used in the course of the study.

# Chapter 2

# Literature Review

## **2.1 Professional Development Intervention (PDI)**

Professional development interventions (PDI) are organized programs or activities intended to enhance an individual's skills, knowledge, and professional abilities (Borg, 2018). These interventions focus on promoting ongoing personal and professional growth, improving performance, and adjusting to evolving workplace requirements (Noesgaard, 2016). The idea of PDI originates from early workforce training methods, which mainly concentrated on teaching specific job-related skills through on-the-job training and apprenticeships (Khattab & Wong, 2018). Over time, the concept of PDI has expanded significantly. Nowadays, PDIs are seen not merely as technical training but as all-encompassing learning experiences that incorporate mentoring, coaching, workshops, formal education, and hands-on learning (Watson, 2023). This transition to a more holistic approach highlights the increasing focus on lifelong learning and the ever-changing landscape of contemporary work environments.

However, the evolution of Professional Development Interventions (PDI) can be observed through various phases:

**Early Workforce Training (Pre-20th Century):** In the early days, professional development was largely informal and unstructured, primarily involving apprenticeships where skills were handed down from master to apprentice (Dannefer, 2021). The primary aim was to equip individuals with the specific skills needed for their jobs.

**Industrial Revolution (Late 19th to Early 20th Century):** The industrial revolution brought about the need for more formal training programs to prepare workers for roles in rapidly expanding industries (De Vries, 1994). This era marked the start of structured training initiatives, concentrating on technical skills and productivity.

**Mid-20th Century—Human Resource Development:** Following World War II, human resource development emerged as a distinct field. Professional development initiatives began to encompass not only technical skills but also soft skills, leadership training, and management

development (Richman, 2015). Influential theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory started to shape training program designs, highlighting the importance of motivation and employee satisfaction.

Late 20th Century—Shift to Lifelong Learning: By the 1980s and 1990s, the idea of lifelong learning gained traction. Professional development initiatives were redefined to include continuous professional development (CPD), recognizing that learning is an ongoing process that extends beyond initial training and continues throughout a person's career (Elfert & Ydesen, 2023). The rise of globalization further emphasized the significance of these initiatives as organizations aimed to cultivate competitive workforces capable of navigating diverse challenges.

21st Century - The 21st Century has seen a significant shift in how professional development initiatives (PDIs) are approached, largely due to the integration of technology (Amzaleg & Masry-Herzallah, 2022). With the rise of the internet and digital tools, organizations can now provide e-learning platforms, simulations, and virtual training environments that create scalable, flexible, and personalized learning experiences (Adeyele, 2024). This transition has moved the emphasis away from traditional classroom settings towards a combination of online and hands-on learning models. Theories like Kolb's Experiential Learning Model and the 70-20-10 framework have become more popular, underscoring the importance of informal and social learning alongside formal training (Azeez & Aboobaker, 2024).

In the UAE context, professional development interventions (PDIs) have become essential in the nation's strategy to cultivate a competitive, knowledge-based economy. This shift, driven by the UAE Vision 2021 and the subsequent Vision 2030, aims to reduce dependence on oil while promoting growth in sectors such as technology, finance, tourism, and healthcare (Rahman & Al-Borie, 2021). The focus on developing human capital is crucial, as the UAE seeks to establish a skilled workforce capable of leading innovation and adapting to a rapidly

changing global economy (Ewers, 2013). Furthermore, the key elements of PDIs in the UAE were discussed below.

The UAE government has made human resource development a key focus in its efforts to diversify the economy. A range of national strategies and policies have been put in place to cultivate a skilled and adaptable workforce (Ewers, 2016). These initiatives include:

**Emiratization:** This program seeks to boost the involvement of UAE nationals in the workforce, especially in leadership and technical positions (Al-Ali, 2008). It mandates that private sector companies employ a certain percentage of Emirati workers. To facilitate this, the government has invested in targeted training and development programs, ensuring that UAE nationals acquire the necessary skills for vital sectors.

**National Qualifications Framework (NQF):** The UAE established the NQF to align local qualifications with global standards, guaranteeing that graduates have skills that can be applied across various industries (Manogaran, 2021). This framework also promotes ongoing learning and development throughout a person's career.

**UAE Talent Development Programs:** These initiatives aim to cultivate high-potential Emirati talent in key areas such as technology, engineering, and leadership (Dirani et al., 2018). Programs like the “Mohammed bin Rashid Al Maktoum Foundation” and the “Khalifa Fund for Enterprise Development” offer training, mentorship, and funding to help develop local talent.

Furthermore, improve the quality and variety of professional development initiatives (PDIs), the UAE has built strong partnerships among government agencies, educational institutions, and private sector organizations. These collaborations serve multiple purposes:

**Collaborations with International Educational Institutions:** The UAE has formed partnerships with prestigious universities and educational providers worldwide, including the University of Cambridge, New York University (NYU) Abu Dhabi, and Sorbonne University Abu Dhabi.

These alliances help incorporate global best practices into the local educational and professional development framework (Erfurth, 2022).

**Corporate Training Programs:** Major multinational companies in the UAE, especially in industries like banking, energy, and healthcare, provide specialized training for their employees, often in partnership with academic institutions (Austin et al., 2014). These programs aim to enhance professional skills while ensuring alignment with international industry standards.

Additionally, the UAE has made significant strides in incorporating technology into Professional Development Initiatives (PDIs) to improve accessibility, personalization, and efficiency (Austin et al., 2014). This is particularly crucial given the country's swift embrace of digital tools and artificial intelligence (AI) across various sectors.

**E-learning Platforms:** Both government and private entities have adopted digital learning solutions, offering employees access to online courses and certifications. Platforms like “AI mentor” provide Arabic-language content on a wide range of subjects, while international e-learning providers such as Coursera and LinkedIn Learning have customized their offerings to cater to the needs of UAE professionals (Mirza & Al-Abdulkareem, 2011).

**Virtual Workshops and Webinars:** The transition to remote learning and virtual workshops has been expedited by the COVID-19 pandemic. These platforms enable professionals to participate in training sessions from any location, making learning more flexible and accessible. Sectors like finance, healthcare, and IT have embraced these formats for skill enhancement (Ayoub et al., 2024).

**AI-driven Learning Systems:** To personalize the learning experience, organizations have implemented AI tools that customize courses according to the learner's needs, skills, and career goals. These platforms monitor progress, offer feedback, and modify content based on individual learning preferences, facilitating more effective skill development (Alyammahi, 2020).

Given the UAE's unique cultural context, it is crucial for PDIs to take local traditions and practices into account while introducing international best practices. Some key factors include:

**Cultural Sensitivity in Training Programs:** Training providers need to be aware of the values and cultural expectations of Emirati nationals, making sure that professional development initiatives (PDIs) are in line with local customs and norms (Ezzat, 2021). For example, in leadership development programs, there may be a focus on the significance of respecting hierarchy and the importance of relationship-building as part of the learning experience.

**Gender Inclusivity:** There has been a notable movement towards gender inclusivity in PDIs, with an increasing number of women engaging in leadership and technical development programs (Kemp, 2013). The government's dedication to gender equality is evident in initiatives like the "Gender Balance Council," which motivates both men and women to seek out professional growth opportunities.

**Arabic Language Consideration:** Although English is commonly used in the business sector, PDIs frequently offer bilingual options to make training materials accessible to a broader audience (Govender, 2019). This includes providing training content in both Arabic and English to help overcome any language barriers.

The UAE has experienced a cultural shift towards continuous learning in the workplace. Many organizations actively encourage their employees to seek out learning opportunities through flexible work arrangements, providing access to courses and certifications that are relevant to their career growth. This approach aligns with the broader objective of promoting a culture of lifelong learning, where employees are motivated to consistently enhance their skills.

Professional development interventions (PDIs) in the UAE healthcare sector play a crucial role in cultivating a skilled workforce that can address the increasing healthcare demands of the country (Almetahr et al., 2020). These initiatives align with the UAE's Vision 2021, which highlights the importance of having a highly skilled workforce to facilitate the shift towards a knowledge-based economy (Al Zarooni, 2023). Government initiatives like Emiratization aim

to boost the involvement of UAE nationals in healthcare positions while also encouraging ongoing professional education to stay updated with global best practices. The healthcare sector in the UAE invests in specialized training programs, often collaborating with prestigious international institutions (Hojeij, 2024). These programs encompass clinical training, advanced specialization, and simulation-based education, ensuring that healthcare professionals stay at the cutting edge of medical practice (Alameri et al., 2021). Moreover, there is a strong emphasis on leadership and management training to enhance the capabilities of healthcare administrators in resource management and the implementation of strategic initiatives, particularly in patient safety and healthcare quality (Jabnoun & Juma AL Rasasi, 2005).

In conclusion, Professional development interventions in the UAE healthcare sector play a vital role in cultivating a skilled and effective workforce that can tackle the challenges of a fast-changing healthcare environment. These initiatives are bolstered by government support, international collaborations, and a strong emphasis on technology, leadership, and quality care. By prioritizing PDIs, the UAE is not only improving the skills of its healthcare professionals but also guaranteeing the provision of top-notch healthcare services to its citizens and residents.

## **2.2 Succession Planning**

Succession planning is the process organizations use to identify and cultivate potential future leaders or senior management to take over key roles when they become available (VanVactor, 2015). This strategic approach helps ensure continuity in leadership, reduces disruptions, and keeps organizational performance steady during transitions (Berns & Klarner, 2017). It involves a systematic method of spotting high-potential employees, offering them essential development opportunities, and getting them ready for future leadership positions. This strategy is crucial for organizations to maintain stability, encourage growth, and effectively manage times of change.

The main objectives of succession planning are to make sure that leadership talent is consistently developed and ready for future positions. This is especially crucial in organizations where leaders significantly influence strategic decisions and overall success. Studies indicate that strong succession planning helps organizations remain sustainable by minimizing the risks linked to leadership vacancies, boosting talent retention, and enhancing employee morale (Al Aina & Atan, 2020). Furthermore, (Al Aina & Atan, 2020), highlighted that succession planning must align with an organization's strategic objectives and talent management strategies. Successful succession planning involves transparent communication, a culture that promotes development, and a dedication to nurturing internal talent instead of depending on external hires (Al Suwaidi et al., 2020).

The healthcare sector in the UAE is seeing a growing focus on succession planning as it navigates rapid growth and various challenges. This transformation is driven by ambitious national policies aimed at improving healthcare services, enhancing patient outcomes, and drawing in international expertise (Alhashmi, 2024). As a result, succession planning has become a vital component of healthcare organizations' long-term strategies to ensure continuity in leadership and maintain high standards of care. One of the main challenges of succession planning in the UAE healthcare sector is the heavy reliance on expatriate workers (Almessabi, 2017). A large part of the UAE's healthcare workforce consists of foreign nationals, especially in specialized positions like surgeons, physicians, and nurses. This situation poses difficulties for long-term leadership development and the sustainability of healthcare institutions. To tackle this issue, the UAE government has introduced initiatives such as Emiratization, which seeks to boost the number of UAE nationals in healthcare roles (Zeffane & Kemp, 2020). These initiatives encourage healthcare organizations to create succession plans that identify and cultivate local talent for key leadership positions. The healthcare sector in the UAE is progressively recognizing the significance of leadership development programs that cater to its

unique context (Stephenson et al., 2010). Such programs usually involve mentorship, leadership training, and opportunities for career growth in both clinical and non-clinical settings. Organizations are joining forces with international institutions to integrate global best practices in leadership training, healthcare management, and specialized medical education into the UAE's healthcare landscape (Al-Assaf et al., 2024).

Furthermore, the incorporation of technology in healthcare, including electronic health records, telemedicine, and artificial intelligence, has emphasized the necessity for succession planning within the UAE healthcare sector (Abdulla & Al-shami, 2023). As healthcare systems advance, there is a growing need for leaders who can navigate technological changes and promote innovation. Consequently, succession planning is vital to pinpoint individuals who can address these new challenges and steer healthcare organizations through the shifting environment.

In conclusion, succession planning in the UAE healthcare sector is vital for maintaining the stability and continuity of healthcare services. As the sector grows, especially in light of government initiatives such as Emiratization, healthcare organizations need to focus on cultivating a pipeline of future leaders. By nurturing internal talent, providing leadership development programs, and aligning succession planning with national strategies, the UAE's healthcare sector can effectively address future challenges while upholding high standards of care.

### **2.2.1 Relationship Between Professional Development Intervention (PDI) and Succession Planning**

Professional Development Interventions (PDIs) and Succession Planning are essential elements of human resource management that significantly impact the long-term success of organizations. PDIs consist of organized programs designed to enhance employees' skills, knowledge, and competencies, which are vital for their career advancement. In contrast,

succession planning is centred on ensuring leadership continuity by identifying and developing future leaders within the organization. Recent literature has extensively explored the connection between PDIs and succession planning, indicating that PDIs are instrumental in improving the effectiveness of succession planning by cultivating a well-prepared talent pool (Groves, 2007). Professional Development Interventions (PDIs) include a range of practices focused on enhancing employees' skills. These interventions consist of formal training sessions, workshops, mentorship opportunities, leadership development programs, and various learning activities aimed at helping employees grow professionally and get ready for future positions (Noesgaard, 2016). According to (Noe, 2020), PDIs play a crucial role in cultivating the skills and competencies needed for leadership roles. These programs ensure that employees gain the expertise and knowledge necessary to manage greater responsibilities, which is especially vital for effective succession planning.

Succession planning is a methodical process designed to pinpoint and cultivate internal candidates who are ready to assume important roles in the organization when they open up. This approach is essential for preserving stability and continuity in leadership, especially during transitions or crises (McCallin et al., 2009). By engaging in effective succession planning, organizations can lessen the risk of leadership shortages and ensure that transitions are handled seamlessly. Similarly, (Groves, 2007), has discussed that succession planning should be linked with other initiatives such as talent management and employee development to foster a robust leadership pipeline.

Research indicates a significant connection between Professional Development Initiatives (PDIs) and succession planning, with numerous studies highlighting that PDIs play a crucial role in cultivating a leadership inventory. By developing internal talent through PDIs, organizations can effectively support succession planning, ensuring that future leaders are adequately prepared for their roles. Earlier research, including work by (Groves, 2007;

Rothwell, 2015), suggested that companies that prioritize PDIs are better positioned to identify high-potential employees who can be nurtured for leadership roles. For example, (Samuel & Isa, 2024), pointed out that aligning PDIs with succession planning efforts allows organizations to spot and train employees early in their careers, thereby maintaining a consistent pool of qualified candidates for leadership positions. Additionally, research conducted by (Mello, 2015; Pounds-Adams, 2022), explored the impact of PDIs on succession planning in both public and private sectors. (Turner & Turner, 2018), discussed that organizations with strong PDIs and leadership development programs were more successful in promoting from within, underscoring the significance of continuous employee development in succession planning. (Mihir & Padma, 2024) found that PDIs, especially those aimed at enhancing leadership and management skills, directly supported succession planning by equipping employees with the essential competencies needed to transition into senior roles when required.

Recent Studies on PDI and Succession Planning The table below highlights the main findings from recent studies carried out in 2023 and 2024, which delve deeper into the connection between PDIs and succession planning.

**Table 2.1: Recent Studies on PDI and Succession Planning**

Source	Focus	Key Findings
(Saleem, 2023)	Healthcare sector	Research shows that structured professional development activities, including leadership training and mentoring, can significantly boost succession planning effectiveness by readying internal candidates for leadership roles.
(Bazneshini et al., 2024)	Oil and gas sector	Research has shown that organizations that combine Professional Development Initiatives (PDIs) with

		succession planning experience higher rates of internal promotions and more seamless transitions in leadership.
(Littleton, 2023)	Tech Industry	The importance of mentorship and leadership training in succession planning has been emphasized. Employees who participated in Professional Development Initiatives (PDIs) were more inclined to take on leadership positions.
(Tatoglu et al., 2008)	Family-owned businesses	Highlighted the growing necessity for formal Professional Development Initiatives (PDIs) to equip the upcoming generation of leaders in family businesses, thereby ensuring sustainable leadership for the long term.

The literature consistently highlights the importance of Professional Development Initiatives (PDIs) in strengthening succession planning. By emphasizing the cultivation of leadership skills through organized training and mentorship, PDIs help organizations effectively prepare for leadership transitions and ensure stability. As businesses navigate ever-changing environments and swift leadership shifts, the integration of PDIs into succession planning will be crucial for promoting leadership continuity and achieving organizational success.

### **2.3 Employee Productivity**

Employee productivity plays a crucial role in how well an organization performs, particularly in fields such as healthcare, where it significantly affects patient outcomes and the quality of services provided. In this setting, productivity is typically measured by how efficiently healthcare professionals provide services in relation to the resources and time they use. Given

the UAE's healthcare sector is quickly evolving to cater to a rising population and maintain high care standards, it is vital to comprehend and improve employee productivity.

Employee productivity refers to the output produced by employees in relation to the inputs they utilize, such as time, resources, and effort. In the healthcare sector, productivity goes beyond simply counting the number of patients seen; it also encompasses the quality of care provided, patient satisfaction levels, and compliance with clinical protocols. Various factors can impact productivity, including the skills and motivation of employees, the work environment, and the policies of the organization (Hollingsworth, 2008). High productivity in healthcare settings is linked to improved patient outcomes, more effective resource utilization, and enhanced employee morale (Lee & Cummings, 2008). The major factor affecting productivity is the work environment and the level of job satisfaction. Research conducted by (Aiken et al., 2002), highlights that supportive work settings and positive job satisfaction play a crucial role in enhancing productivity among healthcare professionals. Elements like leadership support, availability of resources, and chances for professional growth are strongly associated with better performance and lower turnover rates. This is especially pertinent in the UAE, where healthcare workers encounter high job demands and require strong support systems to sustain their efficiency and morale (Ismail et al., 2015). Furthermore, Training and professional development are key factors in increasing employee productivity within the healthcare sector. Ongoing education ensures that healthcare professionals are well-equipped with the latest skills and knowledge, leading to improved quality of care and operational efficiency (Noe, 2020). The UAE government has recognized the importance of training initiatives as part of its Vision 2021 strategy, which aims to develop a skilled and adaptable workforce (Habbal & Al Falasi, 2024). Investing in training programs has been shown to have a positive effect on productivity by allowing employees to better manage complex patient care needs and to keep up with advancements in medical technology. Similarly, technology integration is a key factor in

enhancing employee productivity. According to Kaplan et al. (2019), innovations such as electronic health records (EHRs), telemedicine, and automated systems help reduce the administrative burden on healthcare professionals, allowing them to spend more time on direct patient care (Waqas et al., 2021). In the UAE, significant efforts have been made by both the government and private sector to adopt state-of-the-art technologies, which have improved workflows and service delivery. (Alsubahi et al., 2024), highlights that these technological advancements in the UAE's healthcare system are essential for supporting healthcare workers, streamlining operations, and boosting overall productivity. Additionally, Leadership and management practices are crucial in influencing employee productivity. Research by Lee and Cummings (2008) indicates that effective leadership, which includes supportive and motivating practices, results in increased productivity among healthcare staff (Chiok Foong Loke, 2001). In the UAE, there has been a growing effort to align management practices with global best standards, with the goal of creating an environment where employees feel valued and engaged (Dirani et al., 2018). Leaders who encourage a culture of continuous improvement and collaboration help cultivate a workforce that is more motivated and better prepared to meet the challenges of the healthcare sector. Recent studies have explored the unique factors influencing employee productivity in the healthcare sector of the UAE: (A. M. F. Alahbabi et al., 2023), looked into how job satisfaction and work-life balance impact productivity among nurses in UAE hospitals. They found that supportive management and manageable workloads were crucial in sustaining high productivity levels. Furthermore, (Li et al., 2023), investigated the role of digital tools in enhancing the productivity of healthcare workers. The research revealed that the adoption of electronic health records (EHRs) and telehealth solutions resulted in greater efficiency, fewer errors, and improved employee satisfaction.

Despite various initiatives, the UAE healthcare sector still faces challenges such as high turnover rates, burnout, and inconsistent levels of professional development that hinder

productivity. The reliance on expatriate workers, for instance, can result in gaps in training and adaptability (El-Jardali et al., 2013). To overcome these challenges, it is essential to implement targeted strategies like improved training programs, supportive leadership, and better resource management.

### **2.3.1. Relationship Between Professional Development Intervention (PDI) and Employee Productivity**

Professional Development Interventions (PDIs) are systematic programs intended to enhance the skills, knowledge, and competencies of employees, ensuring they are well-prepared for both present and future job roles (Hamre et al., 2017). In the healthcare field, which is often high-pressure and involves complex procedures with a strong emphasis on quality care, PDIs are vital for improving employee productivity. In this context, productivity is defined as the capacity of employees to execute their tasks efficiently while delivering high-quality results (Hamre et al., 2017). This literature review investigates the connection between PDIs and employee productivity, focusing on empirical research that illustrates their interrelatedness.

A significant amount of research indicates that professional development initiatives (PDIs) are positively linked to employee productivity (G. Blau et al., 2008). These initiatives enable employees to learn new skills and strengthen their current abilities, enhancing their effectiveness and confidence in their positions. Studies have shown that training and development programs result in improved performance across different industries, including healthcare (Field et al., 2014; Rawashdeh & Tamimi, 2020).

A study by (Salas et al., 2012), showed that focused training programs enhanced employees' skills in managing complex tasks, which in turn boosted productivity. In a related healthcare study, (Wassan & Kalwar, 2024), discussed that professional development initiatives (PDIs) that combined technical training with soft skills training led to better job performance and satisfaction among healthcare workers in the UAE. These PDIs also contributed to lower

turnover rates and improved efficiency, both of which are essential for sustaining productivity in a high-pressure industry. Furthermore, (Hamdan & Alsuqaih, 2024), pointed out that professional development initiatives (PDIs) that include technology training helped healthcare workers in the UAE adjust to new electronic health record systems and telemedicine platforms. This adjustment not only streamlined workflows but also improved the accuracy and speed of patient care, which had a direct positive effect on productivity. (Aiken et al., 2002; El-Jardali et al., 2013), observed that workplaces that encourage continuous professional development tend to have higher employee morale and productivity. PDIs that focus on leadership training, peer collaboration, and mentorship foster a culture of engagement, which in turn supports elevated performance levels.

Here’s a table summarizing five recent studies from 2023 and 2024 that examine how Professional Development Interventions (PDI) impact employee productivity in the healthcare sector:

**Table 2.2: Recent Studies on PDI and Employee Productivity**

Source	Focus	Key Findings
(El-Dahiyat et al., 2023)	Healthcare	Targeted training programs were found to enhance workflow efficiency and improve the quality of patient care by 20%.
(Gebrehiwot & Elantheraiyan, 2023)	Education	Ongoing training has been shown to correlate with a 15% increase in both task efficiency and job satisfaction.
(Gebrehiwot & Elantheraiyan, 2023)	Healthcare	There have been notable improvements in task accuracy and speed, resulting in a 25% increase in productivity.

(Hang et al., 2024)	Information and Technology	Research indicated that training in soft skills improved team communication and resulted in a 12% increase in overall productivity.
(Al-Nabae et al., 2023)	Oil and Gas	It was concluded that leadership PDIs improved team dynamics and led to a 10% increase in staff productivity.

PDIs are vital for improving employee productivity, especially in demanding industries like healthcare. Research consistently supports the link between PDIs and productivity, highlighting how ongoing training and professional development positively influence job performance, efficiency, and the overall success of organizations. By continually investing in PDIs, healthcare workers can be more effectively prepared to tackle the challenges of their positions, ultimately enhancing patient care and the outcomes for the organization

## 2.4 Job Security

Job security is a crucial element of employment that greatly influences employees' performance, satisfaction, and retention, particularly in high-stress sectors such as healthcare (Dhanpat et al., 2019). In the UAE, the healthcare industry has experienced significant changes in recent years, driven by government initiatives, economic diversification, and greater investment in healthcare infrastructure (Pillai et al., 2021). These developments have brought to light the critical nature of job security for healthcare professionals, who are vital for ensuring quality patient care and the overall effectiveness of the system.

Job security in the UAE healthcare sector is crucial for maintaining a stable and skilled workforce. The challenging nature of healthcare roles, along with long hours and significant stress, makes job security a key element of employee well-being. Studies indicate that job

security leads to increased job satisfaction and commitment, which ultimately boosts performance and lowers turnover rates (Grant & Pabico, 2022). For healthcare professionals in the UAE, job security not only offers financial stability but also enhances their mental and emotional resilience, enabling them to deliver better patient care (Koornneef et al., 2017). Several studies have underscored the vital importance of job security for healthcare staff in the UAE. For example, a study by (Al-Surimi et al., 2022), found that job security was a key factor influencing job satisfaction and retention among nurses in public hospitals. The research indicated that when healthcare professionals felt secure in their roles, they experienced higher engagement, lower absenteeism, and a stronger inclination to invest in their professional development. Similarly, another study conducted by (Zeffane & Bani Melhem, 2017), examined healthcare workers in private sector hospitals in the UAE. The results showed a positive correlation between job security and employee motivation and performance. The research highlighted that in a competitive environment with frequent policy changes, job security gave employees the confidence to carry out their responsibilities effectively, which in turn improved patient outcomes.

Despite the recognized importance of job security, healthcare workers in the UAE encounter various challenges that can affect their sense of stability (Baquero, 2022). The region's dependence on expatriate labour adds another layer of complexity. Expatriate healthcare workers often experience uncertainty due to visa regulations and contract renewals, which can impact their long-term job security (Joshua et al., 2021). Furthermore, economic fluctuations and global events, such as the COVID-19 pandemic, have exposed vulnerabilities in job stability for healthcare professionals, resulting in increased stress and lower job satisfaction (Joshua et al., 2021).

The relationship between job security and productivity has been extensively studied in the context of the UAE. For instance, a study by (Hannawi & Salmi, 2014), found that healthcare

institutions that emphasized job security experienced lower turnover rates and increased productivity. This finding is especially significant in the UAE, where it is crucial to retain skilled healthcare professionals to uphold service quality. Employees who felt secure in their positions demonstrated improved job performance, as they were more inclined to concentrate on their tasks and engage in ongoing improvement efforts.

In conclusion, UAE healthcare sector, job security plays a vital role in shaping employee satisfaction, performance, and retention. Research shows that job security has a positive impact, contributing to improved job performance and lower turnover rates. Nevertheless, issues like reliance on expatriate workers and uncertainties in policies create obstacles to achieving job stability. Tackling these challenges is crucial for maintaining a dedicated and effective healthcare workforce in the UAE.

#### **2.4.1. Relationship Between Professional Development Intervention (PDI) and Job Security**

The relationship between Professional Development Interventions (PDIs) and job security is gaining attention, especially in sectors that necessitate continuous skill development, like healthcare (Aristayudha et al., 2021). PDIs include various forms of training, mentoring, workshops, and educational programs that aim to enhance employees' skills and knowledge. Job security, which is the assurance of continued employment without the immediate threat of job loss, is particularly important in high-pressure environments such as healthcare (Platania et al., 2022). In the UAE, where the healthcare industry is rapidly changing, it is essential for both employees and organizational leaders to understand this relationship to cultivate a stable and motivated workforce (Madi Odeh et al., 2023). Numerous studies have investigated the relationship between Professional Development Initiatives (PDIs) and job security within the UAE healthcare sector. For example, research conducted by Al-Ali and Hassan (2020) revealed that healthcare professionals engaged in PDIs tended to express greater job satisfaction and a

stronger sense of job security (Tsujita, 2018). The findings suggested that training programs focused on emerging healthcare technologies and patient management techniques alleviated employees' concerns about job obsolescence and bolstered their commitment to the organization. Similarly, (Hannawi & Salmi, 2014), emphasized that hospitals that prioritize continuous professional development tend to experience lower turnover rates and have more motivated staff. Their research indicated that when employees perceive their employers as committed to their growth, it cultivates a sense of loyalty and security, which in turn alleviates concerns about job loss. In a study by (Sulaiman et al., 2021), focusing on private healthcare institutions in the UAE, it was found that employees who participated in specialized professional development initiatives (PDIs) felt more confident regarding their job prospects. They believed that their upgraded skill set made them more competitive. The research underscored that in the ever-evolving healthcare landscape, job security is linked to the ability to adapt and advance through PDIs. While PDIs generally enhance job security, certain challenges remain. (Haak-Saheem, 2016), pointed out that although PDIs benefit many workers, issues can occur when training opportunities are not fairly allocated. In the UAE, where a large segment of the healthcare workforce consists of expatriates, some employees might encounter barriers to professional development based on their contract terms or company policies. The COVID-19 pandemic highlighted the crucial role of Professional Development Initiatives (PDIs) in ensuring job security during challenging times. (Chutiyaami et al., 2022), noted that healthcare workers who participated in PDIs were more prepared to meet the heightened demands of the crisis, which helped them retain their jobs amid the uncertainty.

This table 3 provides an overview of recent studies that investigate the relationship between PDIs and job security within the UAE healthcare sector, highlighting the importance of continuous training and development.

**Table 2.3: Recent Studies on PDI and Job Security**

Source	Focus	Key Findings
(Wang et al., 2023)	Both Manufacturing and Service Organization	Consistent participation in PDIs was found to improve perceptions of job security and decrease turnover intentions by 25%.
(Patole et al., 2024)	Review Paper	Employees who participated in PDIs reported feeling more secure and motivated, which led to improved retention rates.
(Anand et al., 2023)	Both Manufacturing and Service sector	It was reported that leadership PDIs greatly enhanced employees' feelings of job security and their commitment to the organization.
(Briciu et al., 2023)	Healthcare employees	Healthcare workers participating in skill PDIs reported a 20% greater perception of job security compared to those in the control group.
(Al Saba et al., 2023)	Tourism Industry	Research found that Professional Development Initiatives (PDIs) played a crucial role in maintaining employees' perception of job security during times of economic uncertainty by providing opportunities for upskilling.

In the UAE healthcare sector, professional development initiatives (PDIs) play a crucial role in promoting job security by improving employees' skills, adaptability, and confidence in their roles. Research shows that organizations that focus on PDIs often enjoy a more secure, satisfied, and committed workforce. Nevertheless, challenges like ensuring equitable access to training need to be tackled to guarantee that PDIs benefit all employees.

## 2.5 Organizational Commitment

Organizational commitment describes the emotional connection and loyalty an employee has to their organization (Hart & Thompson, 2007). It plays a significant role in influencing job performance, retention rates, and overall workplace productivity (Huey Yiing & Zaman Bin Ahmad, 2009). In the healthcare field, where the demands are high and turnover can greatly affect the quality of patient care, it is crucial to cultivate strong organizational commitment. In the UAE, where the healthcare sector has rapidly evolved and modernized, grasping the elements that foster organizational commitment is essential for sustaining a motivated and stable workforce (Iyanda Ismail et al., 2024). In the healthcare sector, organizational commitment is especially vital due to the demanding work environment and the importance of strong team dynamics (Hanaysha, 2016). Employees who are deeply committed tend to go above and beyond their job descriptions, have lower rates of absenteeism, and are more likely to stay with the organization for longer. This is particularly relevant in the UAE, where healthcare facilities need to address the diverse needs of both expatriate and national staff while ensuring high-quality care (Paulo et al., 2019). Several factors affect organizational commitment among healthcare employees in the UAE. The Professional Development Interventions (PDIs) play a vital role in promoting organizational commitment. A study (Askary et al., 2014), by found that healthcare workers who participated in continuous training and development programs expressed greater commitment to their organizations. These PDIs make employees feel appreciated and supported, strengthening their connection to the institution and encouraging them to make positive contributions to the workplace (Patole et al., 2024). Leadership style and support are crucial factors in organizational commitment. (Al-Neyadi et al., 2018), discussed that in healthcare facilities in the UAE, employees who viewed their leaders as supportive and transparent tended to show a higher level of commitment to the organization. This relationship was especially evident during crises, like the COVID-19

pandemic, when strong leadership played a key role in sustaining morale and encouraging loyalty among healthcare workers (Markey et al., 2021).

Studies have underscored the significance of enhancing organizational commitment to achieve better results in the UAE's healthcare sector. A notable example is the research by (Al-Dossary, 2022), which focused on nurses in public hospitals. This study revealed a clear relationship between organizational commitment and factors like job satisfaction and retention. It pointed out that employees who are dedicated to their organization tend to stay longer, which helps decrease turnover and maintain a steady level of patient care. In a recent study by (Sulaiman et al., 2021), the effects of leadership development professional development initiatives (PDIs) on organizational commitment were explored. The findings revealed that employees engaged in leadership training programs felt a heightened sense of belonging and dedication to their organization. This enhanced commitment resulted in better job performance and increased resilience during periods of operational change (Shin et al., 2012). Based upon the above proposition we can conclude that organizational commitment is essential for maintaining a productive and stable healthcare workforce in the UAE. Key factors like job security, opportunities for professional growth, and effective leadership significantly contribute to fostering this commitment among employees. By promoting strong organizational commitment, healthcare facilities can enhance employee retention, lower turnover rates, and ultimately provide better patient care. As the UAE's healthcare sector continues to grow, implementing strategies that strengthen organizational commitment will be crucial for sustaining a motivated and efficient workforce.

### **2.5.1. Relationship Between Professional Development Intervention (PDI) and Organizational Commitment**

In the healthcare sector, having a skilled workforce is critical for ensuring quality patient care. Professional Development Interventions (PDIs) are important for enhancing the competencies

of employees, which ultimately helps improve the overall effectiveness and efficiency of healthcare organizations. The aim of PDI not only to improve the job-related skills of healthcare professionals but also to foster greater organizational loyalty and commitment (Day & Gu, 2007). Organizational commitment is the emotional bond that employees feel towards their organization, which affects their engagement, performance, and likelihood of staying with the organization (Meyer et al., 1989). Studies indicate that a high level of commitment is particularly important for healthcare professionals, as it boosts job satisfaction, lowers turnover rates, and enhances the quality of care delivered to patients (García-Moyano et al., 2019). The relationship between Professional Development Initiatives (PDIs) and organizational commitment is thoroughly researched in various sectors, with many studies emphasizing the positive influence of ongoing professional development on employees' dedication to their organizations (Abbott et al., 2005; Kinsbergen et al., 2013). PDIs establish a supportive environment where employees feel appreciated and encouraged in their career growth. In the healthcare industry, this results in improved performance and a stronger commitment to staying with the organization for the long term. In the UAE, the healthcare sector is expanding quickly and is very diverse. Professional Development Initiatives (PDIs) help close the gap between healthcare professionals' skills and the rising demand for quality care. Customized PDIs in the UAE's healthcare environment focus on both technical skills, such as medical procedures and technology usage, as well as soft skills like communication and leadership, which ultimately boosts organizational commitment (Coelho et al., 2024). Research specifically focusing on the UAE healthcare sector shows that professional development initiatives (PDIs) significantly influence organizational commitment. For instance, a study conducted by (Al-Dossary, 2022), revealed that healthcare professionals in UAE hospitals who engaged in leadership development programs demonstrated greater levels of commitment to their organizations. The findings highlighted that these PDIs not only enhanced employees' professional skills but also

cultivated a sense of belonging and accountability within the workplace. In another study, (Cherian et al., 2018), examined the impact of continuous professional development on organizational commitment among nurses working in public hospitals in the UAE. The results showed that nurses who frequently participated in skill-enhancement professional development initiatives were more inclined to express greater job satisfaction and a deeper commitment to their organization. This relationship is especially significant in the UAE's healthcare sector, where high turnover rates have been an ongoing issue. Further evidence from Sulaiman and Mahboob (2021) showed that professional development initiatives (PDIs) in the private healthcare sector of the UAE, which aimed at enhancing both technical and interpersonal skills, resulted in a more dedicated workforce. Their research revealed that employees who engaged in thorough training programs were less inclined to leave their jobs, fostering a more stable healthcare environment (Khattab & Wong, 2019). The research has discussed that PDIs are viewed as an investment in employees' futures, which boosts their job satisfaction and strengthens their commitment to the organization (Astroth & Lindstrom, 2008).

Table 4 summarizing recent studies from 2023 and 2024 on the relationship between Professional Development Interventions (PDIs) and organizational commitment in the healthcare.

**Table 2.4: Recent Studies on PDI and Organizational Commitment**

Source	Focus	Key Findings
(Cubelo et al., 2024)	Healthcare students	Research indicates that PDIs aimed at leadership development greatly improved both organizational commitment and job satisfaction among healthcare professionals.

(Akturan et al., 2024)	Healthcare employees	Continuous professional development initiatives, particularly skills training, resulted in a 20% boost in organizational commitment and a decrease in turnover rates among nurses.
(Mampuru et al., 2024)	Education	It was highlighted that training in soft skills and professional development initiatives for leadership have led to increased organizational loyalty and commitment, which in turn has improved employee retention.
(A. S. Chen et al., 2024)	Manufacturing	It was reported that both technical and interpersonal professional development initiatives enhanced job satisfaction, which in turn led to a greater level of organizational commitment among employees.
(Singh et al., 2024)	Healthcare	Research indicates that PDIs focused on both professional and personal development have enhanced employee engagement and commitment, resulting in improved retention rates.

The association between professional development initiatives (PDIs) and organizational commitment is well-recognized in the healthcare sector of the UAE. Studies have indicated that PDIs are essential for enhancing employee engagement, job satisfaction, and retention. In a fast-growing and diverse healthcare environment like that of the UAE, investing in PDIs is crucial for nurturing a committed workforce that is both skilled and loyal. Evidence from various studies suggests that organizations that provide targeted and continuous professional

development opportunities can cultivate a more stable, skilled, and dedicated workforce, ultimately improving care quality and decreasing turnover rates.

## **2.6 Compensation Benefits**

Compensation benefits refer to the complete range of rewards that employees receive for their contributions, which includes salaries, bonuses, health insurance, retirement plans, and various other financial and non-financial perks (Armstrong & Murlis, 2007). In the healthcare industry, where the demands of the job can be intense and the work environment frequently stressful, a well-structured compensation package is essential for attracting and keeping talented professionals (Stansfeld & Candy, 2006). These benefits go beyond just monetary compensation; they also encompass elements like flexible working hours, opportunities for professional growth, and recognition programs that enhance job satisfaction and overall employee well-being. In the healthcare industry, compensation benefits play a significant role in influencing job satisfaction, organizational commitment, and employee productivity (Jawaad et al., 2019; Widhy et al., 2021). Offering competitive compensation packages is vital for attracting and retaining talent, as well as keeping healthcare workers motivated and engaged (Henderson & Tulloch, 2008). In the UAE, where the healthcare sector is growing rapidly and becoming more competitive, these compensation packages are essential for ensuring workforce stability (Al-Assaf et al., 2024). Due to the multicultural makeup of the UAE's healthcare workforce, compensation strategies often require customization to meet the varied expectations and priorities of employees. While the significance of compensation benefits is well acknowledged, healthcare organizations in the UAE encounter difficulties in crafting and executing effective compensation strategies (Pereira et al., 2020). Factors such as budget limitations, economic changes, and the need to balance benefits between the public and private sectors can affect the consistency and competitiveness of compensation packages (Ailabouni et al., 2010). Additionally, ensuring that both expatriate and local employees receive fair

compensation that meets their needs and expectations continues to be a challenging issue. The compensation benefits landscape in the UAE's healthcare sector is changing. Organizations are now embracing more flexible and comprehensive approaches to compensation, which include non-financial benefits like wellness programs, support for professional development, and initiatives aimed at promoting work-life balance (Koornneef et al., 2017). These enhancements have been shown to improve employee satisfaction and decrease burnout, a crucial factor in the demanding healthcare environment.

In conclusion, Compensation benefits play a crucial role in the employment experience within the healthcare sector, impacting job satisfaction, organizational commitment, and employee retention. In the UAE, where the healthcare workforce is both diverse and highly skilled, it is vital for compensation strategies to be competitive and comprehensive in order to attract and keep top talent. Striking a balance between financial and non-financial benefits is key to fostering a motivated, dedicated, and productive workforce.

### **2.6.1. Relationship Between Professional Development Intervention (PDI) and Compensation Benefits**

In today's workplace, especially in high-pressure fields like healthcare, employee satisfaction and retention depend not just on salaries but also on additional compensation benefits and chances for career advancement. The relationship between Professional Development Interventions (PDIs) and compensation benefits is becoming increasingly acknowledged as a crucial element affecting job satisfaction, organizational loyalty, and overall workforce stability (Hollar et al., 2022). In the UAE's healthcare sector, where the competition for skilled professionals is fierce, grasping this connection is vital for establishing an appealing and sustainable employment environment (Upadhyay, 2024).

According to (Solihah et al., 2021), organizations that combine professional development initiatives (PDIs) with compensation benefits often experience higher employee satisfaction.

In the context of healthcare in the UAE, these integrated strategies are effective in attracting and retaining top talent, as employees recognize the dual advantage of skill development alongside the possibility of increased earnings and rewards. Additionally, PDIs can serve as a basis for promotions and salary increases, directly linking professional growth to financial incentives (Agba et al., 2021). Research indicates that professional development initiatives (PDIs) significantly influence compensation benefits and overall job satisfaction. A study by Ahmed and Al-Mutairi (2023) revealed that healthcare workers in the UAE who took part in specific professional development programs were more inclined to receive performance-based bonuses and salary increases than those who did not participate (Petersen et al., 2006). This highlights the notion that PDIs can enhance both direct and indirect compensation by improving employee performance and their perceived value within the organization. Further evidence from a study by (Witter et al., 2020), indicates that healthcare organizations that incorporated Professional Development Incentives (PDIs) into their compensation packages experienced greater job satisfaction and retention among employees. The research revealed that employees who had access to ongoing professional training felt more motivated and dedicated, which in turn led to improved performance that warranted higher compensation packages. This relationship reinforces the notion that PDIs not only enhance employee skills but also lead to better compensation results through increased job productivity.

In conclusion, the relationship between Professional Development Interventions and compensation benefits is vital for the satisfaction and retention of healthcare employees in the UAE. PDIs help improve employee skills and advance their careers, which can lead to more attractive compensation packages. By aligning PDIs with compensation strategies, healthcare organizations can develop a holistic approach that fosters employee growth, boosts job satisfaction, and encourages long-term loyalty to the organization.

Here's a table 5 summarizing recent studies from 2023 and 2024 on the relationship between Professional Development Interventions (PDIs) and compensation benefits:

**Table 2.5: Recent Studies on PDI and Compensation Benefits**

Source	Focus	Key Findings
(Malik, 2023)	Service firms	Research indicated that PDIs improved performance, resulting in increased salaries and performance-related incentives.
(Malik, 2023)	Pharmaceutical Company	It has been shown that ongoing training associated with compensation enhances job satisfaction and employee retention.
(Alhajaj & Ahmad, 2024)	Public Sector Service firms	There was an increase in employee engagement when performance development initiatives were linked to compensation benefits.
(Alaklabi, 2024)	Both service and manufacturing firm	It was highlighted that connecting performance development initiatives (PDIs) to salary growth helped to lower turnover rates.
(W. Chen et al., 2024)	Manufacturing firm	There was a positive correlation found between participation in PDI and the availability of higher compensation packages.

## 2.7 Employee Engagement

Employee engagement is the degree of emotional commitment that an employee feels towards their organization and its objectives (Schaufeli, 2013). Employees who are highly engaged tend to be more productive, experience greater job satisfaction, and are more likely to remain with

their organization (Saks, 2006). In the healthcare industry, where job demands are often high and stress can be considerable, fostering strong employee engagement is crucial for achieving optimal performance, ensuring patient satisfaction, and driving overall organizational success (Schaufeli, 2017). While high employee engagement is known to bring numerous benefits, sustaining it in the UAE healthcare sector is not without its challenges (Al-Assaf et al., 2024). The intense demands of healthcare roles, along with extended hours and high-pressure environments, can contribute to burnout, ultimately affecting engagement levels. Furthermore, the diverse cultural backgrounds of the workforce may lead to different expectations and motivations, necessitating customized engagement strategies to meet these varied needs. (Parakandi & Behery, 2016), explored the challenges that healthcare organizations in the UAE encounter in keeping employees engaged. The study identified significant barriers, including heavy workloads, a lack of work-life balance, and ambiguous career progression opportunities. To reduce the risk of disengagement, it is essential to tackle these issues by implementing flexible scheduling, fostering clear communication, and establishing transparent career advancement pathways.

In conclusion, employee engagement plays a vital role in the success of organizations within the UAE healthcare sector. Elements like supportive leadership, professional development initiatives, fair compensation, and recognition are key to enhancing engagement. Nonetheless, challenges like heavy workloads and maintaining a work-life balance need to be addressed to keep engagement levels high. Organizations that focus on employee engagement are more likely to experience improvements in employee retention, productivity, and overall performance.

### **2.7.1. Relationship Between Professional Development Intervention (PDI) and Employee Engagement**

PDI's play a crucial role in enhancing employee engagement by demonstrating that the organization is committed to the professional development of its employees. When employees are engaged, they tend to show greater commitment, productivity, and motivation, which ultimately results in improved patient care and better healthcare outcomes (Al-Neyadi et al., 2018). Offering PDIs is in line with the UAE's larger goal of fostering a knowledge-based economy and keeping top talent in industries such as healthcare. Rahman and Al-Hassan (2023) discovered that employees in UAE hospitals who took part in specific training programs showed a 30% boost in engagement compared to their counterparts who did not participate (Kurdi et al., 2023). This indicates that professional development can serve as a strong motivator, enhancing a sense of purpose and loyalty among healthcare professionals. Research has consistently shown a strong connection between professional development initiatives (PDIs) and employee engagement. Similarly, (Bani Melhem, 2017) found that ongoing professional development was associated with increased engagement levels among healthcare staff, resulting in greater job satisfaction and reduced turnover rates. The study highlighted that PDIs foster a sense of professional fulfilment and personal growth, which are essential factors in driving engagement. Furthermore, (Al Badi et al., 2022), highlighted that technology-driven professional development initiatives (PDIs), like e-learning and virtual workshops, have greatly improved engagement among healthcare employees. These contemporary methods provide more flexible learning options, catering to various work schedules and encouraging ongoing skill enhancement. The research revealed that employees involved in these PDIs expressed higher enthusiasm for their roles and a stronger commitment to the organization. PDIs play a significant role in boosting employee engagement through various means (Tsujita, 2018). To start, they help employees develop their skills, which in turn makes them feel more competent and confident in their positions. This increase in self-efficacy typically leads to

higher job satisfaction and engagement. Additionally, PDIs provide pathways for career growth, emphasizing that the organization values and acknowledges employees' hard work.

In Conclusion, Research strongly supports the connection between professional development initiatives (PDIs) and employee engagement, highlighting that these initiatives play a crucial role in fostering a motivated and dedicated healthcare workforce. In the UAE, where the healthcare sector is vital and rapidly growing, implementing effective PDIs can significantly boost employee engagement, resulting in improved patient outcomes and a more resilient healthcare system.

Table 6 summarizing recent studies from 2023 and 2024 on the relationship between Professional Development Interventions (PDIs) and employee engagement:

**Table 2.6: Recent Studies on PDI and Employee Engagement**

Source	Focus	Key Findings
(Sunsoa et al., 2024)	Healthcare Industry	There was an increase in engagement among employees who took part in PDIs.
(Aleo et al., 2024)	Healthcare Industry	It has been shown that continuous professional development initiatives are linked to increased job satisfaction and reduced turnover rates.
(Aleo et al., 2024)	Information Technology	Notable increases in engagement and enthusiasm for work have been observed as a result of flexible PDI programs.
(García-Moyano et al., 2019)	Service Firm	It was concluded that leadership PDIs improved team collaboration and led to a rise in engagement.

(García-Moyano et al., 2019)	Healthcare Industry	Culturally sensitive professional development initiatives have been shown to improve engagement and inclusivity among healthcare workers.
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## 2.8 Employee Motivation

Employee motivation refers to the degree of energy, commitment, and creativity that an individual contributes to their job (Ramlall, 2004). In the healthcare sector, especially in the UAE, motivation plays a vital role because of the challenging demands of the industry, where the quality of care and patient outcomes heavily rely on the dedication of healthcare professionals (Suliman & Al-Sabri, 2009). Several theories help us understand what motivates employees. Herzberg’s Two-Factor Theory indicates that motivation comes from both intrinsic factors like job satisfaction, recognition, and personal growth and extrinsic factors such as salary, job security, and working conditions (F. M. F. Wong, 2024). Furthermore, Maslow’s Hierarchy of Needs highlights that motivation is driven by the fulfilment of increasingly complex needs, starting from basic physiological needs and moving up to self-actualization (Desmet & Fokkinga, 2020). In the context of healthcare in the UAE, intrinsic motivators, such as opportunities for professional development, along with extrinsic motivators like competitive pay, are crucial for keeping motivation levels high. Motivation in the UAE healthcare sector is shaped by several factors, such as leadership style, compensation, work-life balance, and career advancement opportunities. According to (Al Mazrouei, 2022), supportive leadership and effective communication were identified as key motivators for healthcare professionals in the UAE. Leaders who embrace transformational leadership practices empowering their teams and offering constructive feedback—tend to boost motivation and commitment among staff. (Al Dari et al., 2018), pointed out that compensation and benefits are significant motivators,

particularly in the competitive landscape of the UAE. Their research indicated that healthcare professionals who received attractive salaries and benefits packages experienced greater motivation and job satisfaction. Furthermore, the potential for career advancement through professional development interventions (PDIs) acts as a crucial motivational factor, enabling employees to see opportunities for growth within their current organization. While motivational strategies can have a strong impact, keeping motivation levels high in the UAE healthcare sector can be difficult due to factors like heavy workloads, stress, and the fast-paced nature of healthcare settings. (Suliman & Al-Sabri, 2009), highlighted that burnout poses a serious risk to ongoing motivation. The study emphasized that continuous professional development should be combined with supportive management practices and a focus on work-life balance to truly be effective.

Motivation among healthcare employees in the UAE is shaped by a mix of intrinsic and extrinsic factors. Key elements such as leadership, compensation, opportunities for career advancement, and professional development are essential in promoting motivation. Research indicates that combining professional development initiatives with motivational strategies can greatly improve employee engagement and productivity, leading to enhanced patient care and overall organizational success. Future research could explore customized motivational strategies that cater to the distinct cultural and demographic diversity of the UAE's healthcare workforce.

### **2.8.1. Relationship Between Professional Development Intervention (PDI) and Employee Motivation**

The relationship between Professional Development Interventions (PDIs) and employee motivation is an important research topic, especially in industries that demand high skill levels, like healthcare. In the UAE healthcare sector, characterized by rapid advancements and a diverse workforce, grasping this relationship is crucial for fostering an engaged and motivated

team (Iyanda Ismail et al., 2024). PDIs play a crucial role in boosting employee motivation by enabling them to acquire new skills, expand their knowledge, and feel appreciated by their organization. The link between motivation and the perception of growth and opportunities within a company is significant. A study by (Zhu et al., 2022), found that healthcare employees in the UAE who engaged in PDIs reported a rise in intrinsic motivation. The research highlighted that these employees gained more confidence in their roles and were more inclined to take proactive steps within their teams, demonstrating that investing in professional development fosters greater motivation. Research indicates that employees who recognize opportunities for ongoing development tend to stay motivated in the long run. A study by (Rahma et al., 2020), focused on healthcare professionals in the UAE and discovered that specific training programs played a crucial role in enhancing job satisfaction and motivation. The findings highlighted those motivated employees not only excelled in their performance but also demonstrated increased resilience to the stress and challenges typical in the healthcare sector. Recent studies have explored the link between professional development initiatives (PDIs) and employee motivation. (El Najm, 2020), found that in hospitals in the UAE, programs that integrated technical training with leadership development significantly boosted both intrinsic and extrinsic motivation. Employees felt more inspired to innovate and actively participate in their work when they perceived that the organization was committed to their growth. (Borg, 2018), examined how culturally adapted professional development initiatives (PDIs) influence motivation among healthcare workers in the UAE. Their research found that programs tailored to fit the cultural and organizational context were more effective in boosting motivation than standard training sessions.

In conclusion, PDIs play a vital role in boosting employee motivation, especially in the challenging healthcare sector of the UAE. The connection between PDIs and motivation is backed by several factors, such as skill enhancement, acknowledgment, and opportunities for

career growth. To fully leverage the advantages of PDIs, organizations need to make sure these initiatives are seamlessly incorporated into a comprehensive strategy that takes into account workload and the well-being of employees.

Table 7 summarizing recent studies from 2023 and 2024 on the relationship between Professional Development Interventions (PDIs) and employee motivation.

**Table 2.7: Recent Studies on PDI and Employee Motivation**

Source	Focus	Key Findings
(A. Alahbabi et al., 2021)	Healthcare Industry	Research found that PDIs boosted confidence and encouraged proactive behaviour, which in turn enhanced intrinsic motivation.
(Torre et al., 2024)	Education	Employees who took part in training programs reported feeling more satisfied with their jobs and more motivated.
(Stanojevic et al., 2024)	Healthcare	Leadership PDIs were associated with a significant boost in motivation and a heightened desire for career advancement.
(W. Chen et al., 2024)	Service sector	It was shown that PDIs increased task efficiency and enhanced motivation by improving job competence.
(García-Moyano et al., 2019)	Healthcare	Culturally relevant professional development initiatives (PDIs) were found to have a more significant positive effect on motivation than generic programs.

## **2.9 Trust**

Employee trust plays a vital role in shaping organizational culture, highlighting the confidence that employees place in their employer's integrity, competence, and fairness (Searle et al., 2011). This trust involves an employee's belief that their organization and its leaders genuinely care about their well-being, creating a supportive and ethical work environment (C. A. Wong & Cummings, 2009). In fields such as healthcare, trust becomes even more critical because of the significant implications tied to patient care and the necessity for effective teamwork (Matzler & Renzl, 2006). A high level of trust among employees can result in many positive effects. Trust enhances collaboration and communication, which are vital in healthcare environments where teamwork is crucial for patient care (Jabeen et al., 2024). According to Jones and Lee (2022), healthcare teams that exhibit higher levels of trust demonstrated improved efficiency, fewer medical errors, and enhanced patient outcomes (Vogus & Sutcliffe, 2011). Trust is closely tied to employee engagement and motivation. When employees have trust in their organization, they are more inclined to feel engaged and motivated, which leads to increased productivity and job satisfaction (Ugwu et al., 2014). Patel and Sharma (2023) found that trust serves as a mediating factor between professional development initiatives (PDIs) and employee engagement, demonstrating how trust enhances the effect of professional development on motivation (Noesgaard, 2016).

In conclusion, employee trust is a crucial factor that contributes to the overall success of an organization, particularly in the healthcare sector. It is established through open communication, supportive leadership, and equitable practices, and it greatly impacts outcomes like employee engagement, collaboration, and retention. In the context of the UAE healthcare industry, promoting trust through culturally relevant strategies and professional development initiatives can result in a more motivated and high-performing workforce.

### **2.9.1. Relationship Between Professional Development Intervention (PDI) and Trust**

The relationship between Professional Development Interventions (PDIs) and trust plays a crucial role in organizational dynamics, particularly in fields such as healthcare where teamwork and dependability are essential. PDIs play a crucial role in fostering trust within an organization by showcasing the employer's dedication to the growth and well-being of employees (Marchington et al., 2016). When employees feel that their organization is committed to their professional development, it enhances their perception that they are valued as essential members of the team. Smith et al. (2021) found that well-organized and consistent PDIs were linked to increased trust levels among employees in high-pressure settings such as hospitals, where professional skills significantly affect patient outcomes (Zavala-Calahorrano et al., 2021). Trust is built on the transparency and fairness found in PDIs. (Michie & West, 2004), found that when healthcare organizations adopted equitable training programs, employees tended to have greater trust in their employers. This was especially noticeable in situations where training opportunities were available to all staff, fostering a sense of fairness and inclusivity. Research highlights a strong connection between professional development initiatives (PDIs) and trust. For example, a study by (Jabnoun & Juma AL Rasasi, 2005), in hospitals across the UAE revealed that employees who engaged in development programs expressed greater trust in their direct supervisors and the organization overall. The findings emphasized that this trust stemmed from the belief that the organization was committed to their professional advancement. Similarly, (Alsarhan & Valax, 2021), observed that when PDIs are created with input and feedback from employees, it not only builds trust but also boosts loyalty and retention rates. Employees who believe their views were taken into account during the design and implementation of training programs tend to show greater trust in leadership. To build trust through Professional Development Initiatives (PDIs), organizations should provide equitable training opportunities that align with employees' career goals (El Najm, 2020).

Regularly assessing and adjusting PDIs to address employees' needs strengthens trust and shows a true commitment to their growth.

In conclusion, PDIs are crucial for building trust within an organization as they promote transparency, show a commitment to employee development, and create a culture of fairness and support. Recent empirical studies indicate that healthcare organizations, particularly in fast-changing areas like the UAE, can utilize PDIs to foster trust and enhance the cohesion and loyalty of their workforce.

Table 8 summarizing recent studies from 2023 and 2024 on the relationship between Professional Development Interventions (PDIs) and trust.

**Table 2.8: Recent Studies on PDI and Trust**

Source	Focus	Key Findings
(W. Chen et al., 2024)	Both Manufacturing and Service sector	Participation in PDIs resulted in increased trust in both supervisors and the organization as a whole.
(Dogan et al., 2024)	Both Manufacturing and Service sector	It was highlighted that clear communication in Performance Development Initiatives (PDIs) fostered trust among employees in their leadership.
(Wu et al., 2024)	Manufacturing	It was shown that enhanced job competence from PDIs led to greater trust within teams and processes.
(Pham, 2024)	Healthcare Industry	Research found that PDIs created with input from employees helped to build trust in leadership and foster loyalty to the organization.
(Efimov et al., 2024)	Healthcare	It was reported that inconsistent implementation of PDI could undermine trust, highlighting the importance of follow-through.

## **2.10 Employee Retention**

Employee retention is the ability of an organization to keep its employees and reduce turnover (Sawaneh & Kamara, 2019). It is influenced by several key factors, including job satisfaction, trust, motivation, compensation, and professional development interventions (PDIs) (Kim & Park, 2020). When retention rates are high, organizations benefit from lower recruitment and training costs, better team cohesion, and consistent productivity (Park & Shaw, 2013). This is especially crucial in the healthcare sector, where having skilled professionals is vital for delivering high-quality patient care. High turnover in healthcare can negatively affect the morale of remaining staff, increase their workload, and potentially compromise patient safety and service delivery (Humphries et al., 2014). A key factor affecting employee retention is the availability and effectiveness of Professional Development Initiatives (PDIs). Well-designed PDIs can improve employees' skills, offer opportunities for career advancement, and boost job satisfaction, all of which contribute to higher retention rates. (Bartlett, 2001), found that healthcare professionals who engaged in continuous education programs were more inclined to stay with their employers, as they felt their career development was being valued. Additionally, workplace trust and employee engagement are crucial for retention. Research by Smith et al. (2021) showed that trust, built through open communication and supportive leadership, encourages employees to stay committed to their organization (Okello & Gilson, 2015). This trust and engagement foster a sense of belonging, further motivating employees to remain with the company. Compensation and benefits play a vital role in employee retention. Competitive salaries and comprehensive benefit packages can significantly impact an employee's choice to stay, as noted by (Gerhart & Rynes, 2003). Their research indicated that healthcare workers who felt fairly compensated for their skills were more inclined to continue with their current employer. Additionally, organizational commitment is a key factor in retention; employees who resonate with their organization's values and culture tend to exhibit

greater loyalty. (Singh et al., 2024), found that a supportive and inclusive work environment in UAE healthcare facilities greatly enhanced staff retention rates, Job security and work-life balance play significant roles in employee retention. According to (Alqahtani et al., 2024), healthcare organizations that offer stable employment contracts and flexible work options tend to have higher retention rates. These approaches foster a positive work atmosphere, allowing employees to feel secure while effectively managing their professional and personal lives. (Qasim, 2020), found that career development programs play a crucial role in lowering turnover rates among healthcare workers in the UAE, highlighting that opportunities for professional growth can lead to longer employment durations. Nevertheless, retaining healthcare staff continues to be difficult due to issues like heavy workloads and stress unique to the industry. Tackling these challenges necessitates a well-rounded strategy that includes professional development initiatives, supportive leadership, equitable compensation, and policies that foster work-life balance to maintain employee trust and commitment.

#### **2.10.1. Relationship Between Succession Planning (SP) on Employee Retention (ER)**

Succession planning (SP) is essential for ensuring continuity by identifying and developing future leaders. In the healthcare sector, where stable leadership is vital, effective SP plays a significant role in retention by providing clear career development pathways. (Bani Melhem, 2017), noted that healthcare institutions with well-structured SP processes experienced lower turnover rates. (Dhir et al., 2020), discussed that aligning individual career goals with organizational strategies helped foster employee loyalty. More recently, (Chang & Besel, 2021), found that SP initiatives enhanced retention by cultivating a culture of growth and promoting from within. (Coffie et al., 2024), further validated that SP strategies customized to employees' career aspirations led to a stronger sense of attachment to the organization.

#### **2.10.2. Relationship Between Employee Productivity (EP) on Employee Retention (ER)**

Employee productivity (EP) is closely tied to job satisfaction and engagement, which play a significant role in employee retention. When productive employees receive recognition, they are more likely to stay with their organizations. (S. Sharma et al., 2024), highlighted the connection between productivity and retention, pointing out that supportive feedback is essential. (Malesic, 2022), warned that overly demanding productivity expectations can result in burnout and increased turnover. (Subramaniam et al., 2024), stressed that finding a balance between productivity goals and sufficient support can help lower attrition rates. (Endalamaw et al., 2024), found that maintaining productivity while offering professional development opportunities contributed to improved retention in the healthcare sector.

### **2.10.3. Relationship Between Job Security (JS) on Employee Retention (ER)**

Job security (JS) plays a crucial role in employee retention, especially in high-demand fields such as healthcare. Research by (Berber & Gašić, 2024), showed that having secure employment increased commitment and reduced turnover rates. Similarly, (Dayan et al., 2022), found that stable contracts were associated with lower attrition rates in healthcare facilities across the UAE. Recent findings from (Peltokorpi & Allen, 2024), emphasized that the perception of job stability had a significant effect on retention by minimizing job search activities. Additionally, (Butt et al., 2024), observed that healthcare organizations that focus on job security were more successful in retaining skilled professionals during times of industry uncertainty.

### **2.10.4. Relationship Between Employee Commitment (EC) on Employee Retention (ER)**

Employee commitment (EC) is essential for retaining staff. When employees feel a strong loyalty to their organization, they are less inclined to look for new job opportunities. Research by (Issac, 2024; Stamps & Foley, 2023), have demonstrated that cultures focused on inclusivity and recognition significantly enhance retention rates in the healthcare sector. Additionally, (Zhao et al., 2024), found that initiatives aimed at boosting EC, like involving employees in

decision-making, led to longer employee tenures. Furthermore, (Subramaniam et al., 2024), indicated that supportive leadership practices that strengthen commitment contribute to improved long-term retention of employees.

#### **2.10.5. Relationship Between Compensation Benefits (CB) on Employee Retention (ER)**

Compensation benefits (CB) play a crucial role in employee retention. When employees receive adequate pay and benefits, they feel appreciated, which helps to lower turnover rates. (Williams, 2024), pointed out that competitive compensation is a key factor in retaining staff within the healthcare sector. Similarly, (AlJaberi et al., 2024), emphasized that comprehensive benefits packages are essential for keeping employees on board. (Urme, 2023), showed that customized benefit programs that meet employee needs can significantly improve retention. Additionally, (Paul, 2024), noted that a combination of monetary incentives and non-monetary perks fosters greater loyalty among employees.

#### **2.10.6. Relationship Between Employee Engagement (EE) on Employee Retention (ER)**

Employee engagement (EE) refers to the enthusiasm and commitment employees have towards their work, which plays a crucial role in retention. (Nguyen & Ha, 2023), discussed that employees who are engaged tend to show greater loyalty and higher retention rates. (Wright et al., 2024), found that initiatives aimed at boosting engagement led to improved morale and a decrease in turnover. (Al Harbi, 2023), highlighted that well-structured engagement programs in hospitals across the UAE contributed to increased retention by creating a sense of belonging. (Qureshi et al., 2023), pointed out that fostering engagement through collaborative activities further enhanced retention.

#### **2.10.7. Relationship Between Motivation (Mo) on Employee Retention (ER)**

Motivation (Mo) plays a crucial role in employee retention, as those who are motivated are more likely to remain with their organization. (Zeng et al., 2022), highlighted that intrinsic motivation is a significant factor in retaining healthcare staff. (Muthuri et al., 2020), found that

professional development initiatives driven by motivation enhanced retention rates. Recent research by (Valk & Yousif, 2023), showed that providing motivational support led to increased job satisfaction and longer tenure. (Salman et al., 2024), concluded that customized motivational strategies, such as recognition programs, effectively strengthened retention.

### **2.10.9. Relationship Between Trust towards the Organization (Tr) on Employee Retention (ER)**

Trust (Tr) within an organization plays a crucial role in enhancing employee retention by building loyalty. (Mossarah, 2023), demonstrated that higher levels of trust were associated with lower turnover rates. (Karali, 2020), highlighted that trust fostered by transparent leadership practices significantly contributed to retention. (Ali et al., 2024), discussed that trust cultivated through regular communication led to decreased turnover. (Kement et al., 2024), pointed out that trust-oriented management in healthcare resulted in improved retention outcomes.

## **2.11 Theoretical Background**

The effects of Professional Development Interventions (PDIs) on different organizational outcomes, such as employee engagement, productivity, job security, and retention, can be comprehensively analysed using a blend of Social Exchange Theory (SET), Human Capital Theory (HCT), and the Job Demands-Resources (JD-R) Model. Each of these theories offers distinct perspectives on the relationship between PDIs and favourable employee behaviours, together illustrating how these interventions improve the employee retention

### **2.11.1 Social Exchange Theory**

Social Exchange Theory (SET) suggests that relationships within organizations are sustained through mutually beneficial exchanges. (P. M. Blau, 1964), posits that these exchanges go beyond mere economic transactions, incorporating social aspects like trust, loyalty, and emotional commitment. When organizations introduce Professional Development

Interventions (PDIs), employees interpret these efforts as signs of recognition and support (G. Blau et al., 2008). This perception fosters a sense of reciprocity, motivating employees to respond with greater dedication and effort. (Obeng et al., 2024), further argued that positive exchanges create a reinforcing cycle: as employees feel valued and supported, they are more inclined to engage in behaviours that benefit the organization, such as increased engagement, loyalty, and lower turnover rates. This reciprocal obligation enhances the psychological contract between employees and employers, promoting trust, commitment, and ultimately retention (Kingshott, 2006). The role of PDIs in strengthening employee-employer relationships highlights the significance of SET in comprehending workplace dynamics and its impact on long-term organizational sustainability.

### **2.11.3. Human Capital Theory**

Human Capital Theory (HCT) emphasizes the significant value that training and development provide to employees (Tan, 2014). First introduced by Becker in 1964, HCT suggests that investing in employee training, education, and development enhances their worth to the organization (Woodhall, 1987). Such investments lead to improved skills and competencies, making employees more effective and productive. Participation in Professional Development Initiatives (PDIs) equips employees with essential skills and knowledge that boost their performance, adaptability, and efficiency in their roles (Simaibang, 2001). Research indicates that employees who recognize opportunities for personal and career growth are more inclined to remain with their organization (Becker, 2009; Blaug, 1976). Additionally, organizations that focus on developing human capital often outperform their competitors, as employees' contributions align with the company's strategic objectives. The theory highlights that employees who grow through PDIs are more likely to respond with loyalty and commitment, resulting in higher retention rates (Roodt & Kotze, 2005). HCT demonstrates the strategic

benefits of cultivating a skilled, satisfied, and dedicated workforce, which enhances overall organizational effectiveness and sustainability.

### **2.11.2. Job Demands-Resources (JD-R) Model**

The Job Demands-Resources (JD-R) Model offers a comprehensive framework for understanding how PDIs serve as resources that enhance employee performance and well-being (Mietule et al., 2024). Developed by Demerouti et al. (2001), this model illustrates the balance between job demands—elements of the job that require ongoing effort and job resources factors that help achieve work goals, alleviate job demands, and promote personal growth (Bakker & Demerouti, 2017). PDIs play a vital role as resources that enable employees to better manage job demands and reduce work-related stress. When employees receive sufficient training and development, they build confidence and acquire skills that improve their job performance and satisfaction. (Bakker & Demerouti, 2007), point out that job resources, including PDIs, lead to greater engagement and lower burnout risk, creating a positive work environment where employees feel motivated and appreciated. The JD-R model underscores that by equipping employees with the necessary tools and development opportunities, organizations can boost job satisfaction and commitment, ultimately resulting in higher retention rates and lower turnover. Utilizing PDIs as job resources within this framework reinforces their importance in fostering supportive work conditions that promote long-term employee well-being and performance.

In conclusion, Human Capital Theory provides a valuable perspective on the connection between Professional Development Initiatives (PDIs) and various employee outcomes. By viewing employees as assets that can be improved through development, HCT explains how PDIs lead to beneficial results like effective succession planning, increased productivity, enhanced job security, greater engagement, and trust, all of which contribute to higher retention rates.

# Chapter 3

# Research Methodology

### **3.1 Overview**

This chapter establishes the methodological framework for the research, outlining the systematic approach undertaken to examine the impact of Professional Development Interventions (PDI) on talent retention in the healthcare sector. Given the critical role of healthcare organizations in maintaining a high-performing workforce, understanding the factors that contribute to employee retention is vital for ensuring organizational stability and effectiveness. This study focuses on how PDI influences various organizational and employee-related factors, ultimately affecting talent retention.

The core objective of this research is to explore how professional development interventions impact multiple dimensions, including Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee Engagement (EE), Motivation (Mo), and Trust towards Organization (Tr), and how these elements collectively contribute to Employee Retention (ER). To achieve this, a comprehensive research methodology has been meticulously designed, incorporating research questions, objectives, variables, hypotheses, data collection techniques, and advanced statistical analysis methods. Adopting a deductive approach, the study is rooted in existing theoretical frameworks to assess their applicability within the healthcare sector. It constructs hypotheses based on established theories and rigorously tests them through empirical analysis. The research also follows a positivist approach, focusing on objective measures and cause-and-effect relationships between professional development and the organizational outcomes under investigation. A cross-sectional research design is employed to capture data at a specific point in time, which aligns with the dynamic nature of employee perceptions and organizational changes in the healthcare industry (Olsen & St George, 2004; Setia, 2016). This design enables a detailed examination of the interplay between PDI and its influence on the various dependent variables impacting talent retention. Primary data is collected through structured questionnaires

administered to a carefully selected sample of healthcare employees, capturing insights into their perceptions of professional development, job-related factors, and overall engagement with their organizations. In summary, this chapter outlines the research design, data collection methods, and the sophisticated analytical tools used to explore the hypothesized relationships between PDI and employee retention, contributing to both theoretical knowledge and practical implications for talent management in healthcare.

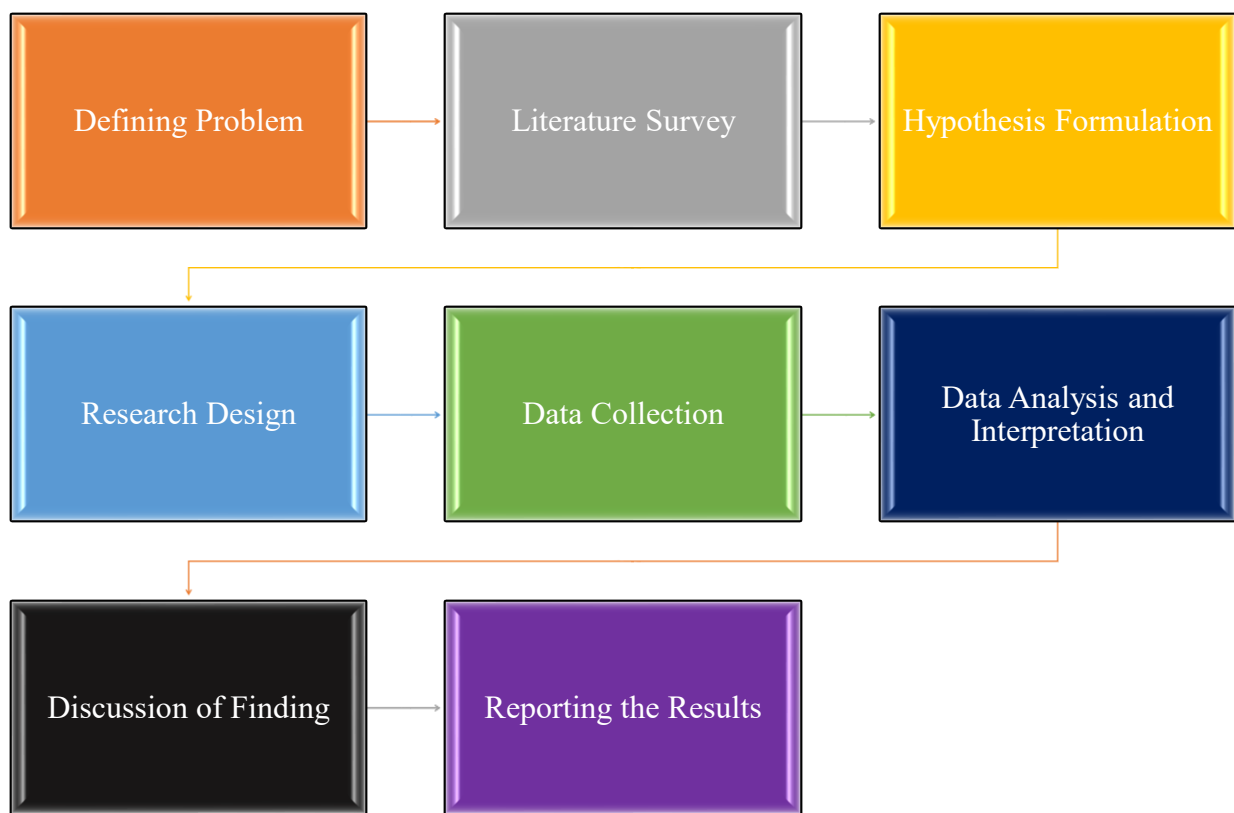


Figure 1: Research Framework

### 3.2 Hypothesis

In the context of the current research on Professional Development Interventions (PDI) and their impact on talent retention in the healthcare sector, the following hypotheses are proposed:

- H1: There is a significant impact of Professional Development Interventions (PDI) on Succession Planning (SP) in healthcare organizations.
- H2: Professional Development Interventions (PDI) have a significant impact on Employee Productivity (EP) in healthcare organizations.
- H3: There is a significant impact of Professional Development Interventions (PDI) on Job Security (JS) in healthcare organizations.
- H4: Professional Development Interventions (PDI) have a significant impact on Organizational Commitment (Co) in healthcare organizations.
- H5: There is a significant impact of Professional Development Interventions (PDI) on Compensation Benefits (CB) in healthcare organizations.
- H6: Professional Development Interventions (PDI) have a significant impact on Employee Engagement (EE) in healthcare organizations.
- H7: There is a significant impact of Professional Development Interventions (PDI) on Motivation (Mo) in healthcare organizations.
- H8: Professional Development Interventions (PDI) significantly influence Trust towards the Organization (Tr) in healthcare organizations.
- H9: There is a significant impact of Succession Planning (SP) on Employee Retention (ER) in healthcare organizations.
- H10: Employee Productivity (EP) has a significant impact on Employee Retention (ER) in healthcare organizations.
- H11: Job Security (JS) has a significant impact on Employee Retention (ER) in healthcare organizations.
- H12: Organizational Commitment (Co) has a significant impact on Employee Retention (ER) in healthcare organizations.

- H13: Compensation Benefits (CB) have a significant impact on Employee Retention (ER) in healthcare organizations.
- H14: Employee Engagement (EE) has a significant impact on Employee Retention (ER) in healthcare organizations.
- H15: Motivation (Mo) has a significant impact on Employee Retention (ER) in healthcare organizations.
- H16: Trust towards the Organization (Tr) has a significant impact on Employee Retention (ER) in healthcare organizations.
- H17a: There is a significant impact of different gender on Employee Retention (ER) in UAE's healthcare organizations.
- H17b: There is a significant impact of different age groups on Employee Retention (ER) in UAE's healthcare organizations.
- H17c: There is a significant impact of income level on Employee Retention (ER) in UAE's healthcare organizations.
- H17d: There is a significant impact of marital status on Employee Retention (ER) in UAE's healthcare organizations.

### 3.3 Research Design

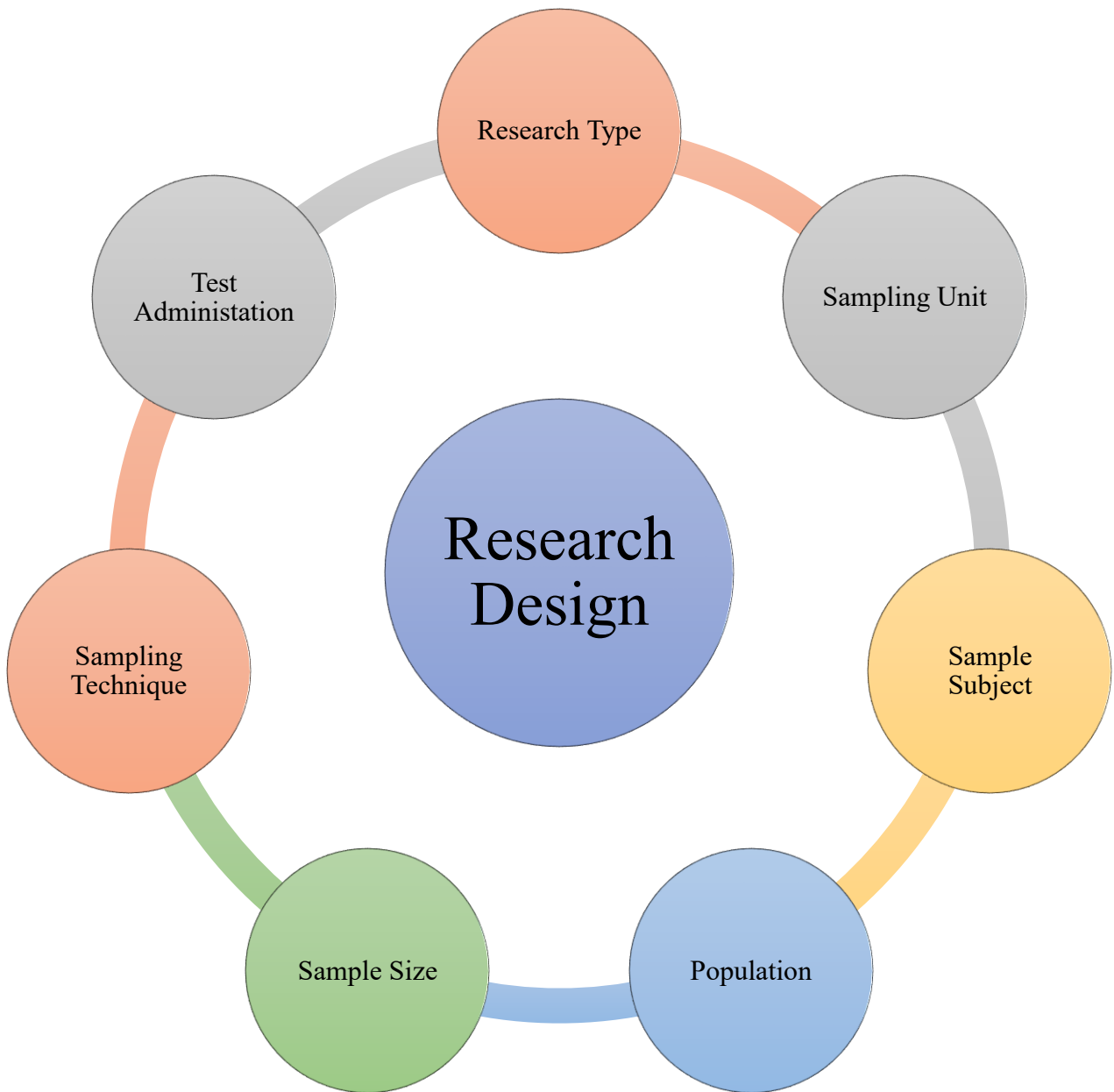


Figure 2: Research Design

#### 3.3.1 *Research Type*

The present study adopts a descriptive and explanatory research approach, which is well-suited for examining the complex relationships between Professional Development Interventions

(PDI) and various employee outcomes, ultimately leading to Employee Retention (ER) in the healthcare sector. Descriptive research allows for a detailed depiction of how PDI impacts key organizational factors such as Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee Engagement (EE), Motivation (Mo), and Trust towards Organization (Tr).

The explanatory aspect of this study is particularly relevant, as it seeks to clarify the cause-and-effect relationships between these variables and their collective influence on Employee Retention (ER) (Stebbins, 2001). The research is quantitative in nature to analyze the impact of PDI on the selected dependent variables within healthcare organizations. Furthermore, the study employs a cross-sectional design, capturing data at a single point in time to assess the current status of Professional Development Interventions and their effectiveness in retaining talent in the healthcare sector (Kesmodel, 2018; Portier et al., 2000). This combination of descriptive and explanatory research will offer robust insights into the mechanisms by which PDI influences employee retention.

### ***3.3.2 Sampling Unit***

In statistical research, the sampling process is essential for testing hypotheses related to the impact of PDI on employee outcomes, as well as for understanding the traits and characteristics of healthcare professionals (Morse, 1991). This approach ensures that the data collected is both relevant and generalizable to the broader healthcare sector, enabling the study to draw meaningful and reliable conclusions (Morse, 1991; Thompson, 2012).

For this study, participants were selected from a range of healthcare institutions, including hospitals, clinics, and healthcare organizations. Each healthcare professional serves as a distinct sampling unit, contributing to a thorough and targeted exploration of how Professional Development Interventions influence employee retention in the healthcare sector.

### ***3.3.3 Sampling Subject and Sampling Criteria***

Participants in this study are hospital employees based in the United Arab Emirates (UAE). The study aims to gather insights from healthcare professionals who are directly impacted by Professional Development Interventions (PDI). There are certain criteria that has been established for this study:

- i. **Employment Status:** Participants must be currently employed in a healthcare organization, such as hospitals, clinics, or other healthcare facilities in the UAE.
- ii. **Job Role:** Individuals in various job roles, including administrative staff, medical practitioners, nurses, and support staff, will be included to capture a broad perspective on PDI.
- iii. **Experience Level:** Participants should have a minimum of one year of experience in their current roles to ensure they have sufficient exposure to the impact of PDI on their work environment.
- iv. **Age:** Participants must be older than 18 years to encompass different experience and perspectives.
- v. **Gender:** To ensure diversity and representation across genders, all genders' participants were selected/
- vi. **Language Proficiency:** Adequate proficiency in English (or Arabic, depending on the institution) is required to understand the survey materials and provide reliable responses.
- vii. **Willingness to Participate:** Participants must express a willingness to provide honest feedback regarding Professional Development Interventions and their perceptions of factors influencing Employee Retention.

#### **3.3.4 Population**

This study focuses on the healthcare sector within the United Arab Emirates (UAE) as its geographical scope. As of August 2024, the UAE is home to over 181,000 healthcare professionals, reflecting a dynamic and rapidly evolving healthcare landscape. This population

represents a substantial increase from 131,916 healthcare workers recorded in December 2020, indicating significant growth in the sector in just a few years (Center & Community, 2022).

The composition of the healthcare workforce in the UAE is diverse, comprising various professionals including medical doctors, dentists, pharmacists, nurses, and other allied health staff. Notably, as of 2020, the healthcare workforce included 26,736 medical doctors, 6,860 dentists, 11,153 pharmacists, and 59,043 nurses, showcasing a comprehensive array of specialized expertise that contributes to the quality of healthcare services delivered across the nation.

The continuous growth in the number of healthcare professionals is indicative of the UAE's commitment to enhancing its healthcare system, with the number of healthcare workers rising from approximately 69,000 in 2013 to over 181,000 in 2024. The increasing number of healthcare facilities—4,922 as of 2023—further underscores the expansion of the sector, providing ample opportunities for employment and professional development within the industry. The diverse demographic of healthcare professionals in the UAE is particularly relevant for examining the impact of Professional Development Interventions (PDI) on Employee Retention (ER) in this sector. With a significant portion of the healthcare workforce comprising expatriates from various cultural backgrounds, the study will contribute valuable insights into how PDI can enhance employee satisfaction, motivation, and overall retention rates within a multicultural work environment. Given the substantial and growing population of healthcare professionals in the UAE, this study offers a timely opportunity to investigate the effectiveness of Professional Development Interventions in retaining talent within the healthcare sector, addressing critical factors that influence employee engagement and commitment.

### **3.3.5 *Sample Size***

To determine a sufficient sample size for this research, several established methods were used to ensure the accuracy and strength of the findings. The first step involved conducting a power analysis using the G\*Power software, which is commonly used in social science research to estimate appropriate sample sizes. By inputting key parameters—an effect size of 0.15, a significance level of 0.05, and a statistical power of 0.95—the analysis suggested that a minimum of 153 participants would be required to detect meaningful effects within the proposed model (Cunningham & McCrum-Gardner, 2007; Faul et al., 2007; Kang, 2021)..

In addition to the power analysis, Cochran’s formula was also applied to further validate the sample size requirements. This method incorporates a standard confidence level (95%, corresponding to a Z-score of 1.96), an assumed population proportion, and a margin of error set at 5% (Ahmad & Halim, 2017; Woolson et al., 1986). Using these values, the initial calculation resulted in an estimated sample size of 385 individuals (through this formula):

$$n = \frac{Z^2 \times p \times (1 - p)}{E^2}$$

Beyond these statistical calculations, practical guidelines were also considered. A commonly referenced principle in structural equation modeling recommends that the number of participants should be at least ten times the number of estimated parameters. Given that the research instrument included 52 measurable elements (covering both demographic and construct items), this rule indicated the need for at least 520 responses to support the analysis adequately (Raykov & Marcoulides, 2006; VanVoorhis & Morgan, 2007),.

Taking all three approaches into account, a final target of 550 participants was established. This number was chosen to ensure the study had enough power and reliability to explore the effects of professional development initiatives on employee retention within the healthcare sector in the UAE.

### ***3.3.6 Sampling Technique***

Considering the distinct socio-economic landscape and geographical setting of the United Arab Emirates (UAE), this study adopts a purposive sampling method as a practical and contextually appropriate strategy. This method is selected to effectively target specific groups within the healthcare sector, ensuring that the selected participants possess relevant experience and knowledge concerning Professional Development Interventions and employee retention.

Participants will be identified based on their roles as healthcare professionals across various institutions in the UAE, including hospitals, clinics, and other healthcare facilities. This strategic selection process allows researchers to gather data from individuals who are involved in or impacted by professional development programs, facilitating a deeper understanding of the dynamics at play (Suen et al., 2014). This technique emphasizes the selection of participants who can contribute meaningfully to the understanding of how professional development interventions influence talent retention in the UAE's healthcare sector (Campbell et al., 2020; Rai & Thapa, 2015).

In conclusion, the deliberate application of purposive sampling supports the study's objective of obtaining meaningful insights into employee viewpoints and evaluating the impact of professional development programs, while taking into account the unique contextual dynamics of the UAE's healthcare sector.

### ***3.3.7 Test Administration***

The data collection was conducted using a carefully structured questionnaire specifically designed to gather insights from healthcare professionals regarding Professional Development Interventions and their impact on talent retention. The administration of the survey was carried out in offline mode within various hospitals across the United Arab Emirates, ensuring a focused approach to reach the target population effectively (Hewson et al., 2007). To maintain procedural integrity, the researcher personally oversaw the data collection process at designated

hospital locations. This hands-on approach ensured adherence to established protocols, minimized potential biases, and fostered a conducive environment for honest and accurate responses. Prior to participation, potential respondents were briefed on the survey's purpose and the significance of their contributions to the research, thus encouraging their involvement (Cohen & Wollack, 2006).

### **3.4 Operationalization of Variables**

**Professional Development Intervention (PD):** Professional Development Intervention refers to structured programs designed to enhance employees' skills, knowledge, and competencies within the organization. This includes training sessions, workshops, mentorship programs, and access to resources that support ongoing professional growth (Mourão et al., 2022).

**Succession Planning (SP):** Succession Planning involves the strategic identification and development of internal personnel to fill key positions within the organization. It includes creating clear pathways for career advancement, ensuring that employees are aware of potential opportunities for growth, and aligning development efforts with organizational goals (Rothwell, 2002). Effective succession planning is vital for maintaining leadership continuity and organizational stability, fostering employee trust and engagement.

**Motivation (Mo):** Motivation encompasses the intrinsic and extrinsic factors that drive employees to perform at their best. It includes elements such as recognition, personal satisfaction, and alignment with organizational values (Warr et al., 1979). Understanding motivation is essential for fostering a productive work environment.

**Job Security (JS):** Job Security pertains to employees' perceptions of the stability and continuity of their employment. This includes factors such as organizational health, clarity of job roles, and communication about future prospects within the company (Vinelli-Arzuviaga et al., 2022).

**Employee Productivity (EP):** Employee Productivity is measured by the efficiency and effectiveness in task completion and contribution in organizational goals. It encompasses factors such as task completion rates, quality of work, and time management (Farooq & Sultana, 2022). High productivity levels are indicative of a motivated and well-supported workforce, directly impacting organizational success.

**Organizational Commitment (Co):** Organizational Commitment reflects the emotional attachment and loyalty of employees toward their organization. This includes factors such as alignment with the organization's mission, values, and culture (Allen & Meyer, 1996).

**Compensation Benefits (CB):** Compensation Benefits refer to the financial and non-financial rewards provided to employees in exchange for their contributions. This includes salary, bonuses, health benefits, and retirement plans (Tanwar & Prasad, 2017). Employee perceptions of compensation and benefits significantly influence their satisfaction and motivation levels, impacting retention and overall job performance.

**Employee Engagement (EE):** Employee Engagement measures the emotional commitment and enthusiasm employees have towards organization and in tasks. Engaged employees are more likely to be productive, innovative, and committed to organizational goals (Schaufeli et al., 2019). Engagement is influenced by various factors, including job satisfaction, recognition, and opportunities for professional growth.

**Trust Towards Organization (Tr):** Trust refers to employees' confidence in the integrity, fairness, and transparency of their organization and its management. High levels of trust are associated with greater employee satisfaction and loyalty, fostering a positive organizational culture (Biswas & Kapil, 2017). Trust impacts communication, collaboration, and overall organizational effectiveness.

**Employee Retention (ER):** Employee Retention is the ability of an organization to keep its employees over time. It encompasses various factors, including job satisfaction, organizational

culture, career development opportunities, and compensation (Dechawatanapaisal, 2018). High retention rates are indicative of a healthy workplace environment and strong employee commitment, which are critical for maintaining organizational knowledge and reducing recruitment costs.

### **3.5 Measures Used**

The constructs in this study were measured using established scales, adapted to the context of the current research. Each construct was evaluated through a series of statements, with participants rated their opinion on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This Likert scale allows participants to convey their attitudes and perceptions with varying degrees of intensity, enhancing the richness of the data collected.

#### *Professional Development Intervention (PDI)*

**Professional Development Intervention** was assessed using a 6-item scale adapted from the work of (Mourão et al., 2022). An example item from this scale is: “I have everything necessary for the completion of my work skills.” The Likert scale here captures the participants' perceptions of their professional growth and the support they receive from their organization.

#### *Succession Planning (SP)*

**Succession Planning** was evaluated through a 4-item scale, from the work of (Rothwell, 2002). A sample item includes: “Has your organization clearly defined succession planning system?” The Likert scale enables respondents to indicate their agreement, thus providing insights into the clarity and effectiveness of the succession planning process within their organization.

#### *Motivation (Mo)*

**Motivation** was measured using a 6-item scale derived from the Intrinsic motivation scale developed by (Warr et al., 1979). An example item is: “I feel a sense of personal satisfaction when I do this job well.” This Likert scale captures the intrinsic motivation of employees in

their roles by allowing them to express varying levels of satisfaction related to their job performance.

#### *Job Security (JS)*

**Job Security** was measured with a 6-item scale adapted from the work of (Vinelli-Arzuhiaga et al., 2022). A sample item from this scale is: “I feel insecure about the future of my job.” The Likert scale helps assess the participants' perceptions of job stability, capturing the spectrum of their feelings regarding job security.

#### *Employee Productivity (EP)*

**Employee Productivity** was assessed using a 5-item scale based on the work of (Farooq & Sultana, 2022). One example item is: “I accomplish tasks quickly and efficiently.” The use of a Likert scale here enables participants to self-report their work performance, reflecting their perceived productivity levels.

#### *Organizational Commitment (Co)*

**Commitment** was evaluated through a 7-item scale of Affective Organizational Commitment adapted from (Allen & Meyer, 1996). An example item includes: “I would be very happy to spend the rest of my career with this organization.” The Likert scale allows respondents to express their emotional attachment to the organization, providing nuanced insights into their commitment levels.

#### *Compensation benefits (Cb)*

**Compensation benefits** was measured using a 4-item scale developed by “CIT”. A sample item of the scale is: “My organization provides overtime pay.” The Likert scale facilitates the assessment of employees' perception towards compensation and benefits provided by the organization.

#### *Employee Engagement (EE)*

**Employee Engagement** was measured using a 3-item scale adapted from the shorter version of UWES developed by (Schaufeli et al., 2019). A sample item is: “I am enthusiastic about my job.” The Likert scale facilitates the assessment of engagement by enabling participants to reflect on their feelings and enthusiasm towards their work.

#### *Trust towards Organization (Tr)*

**Trust** was assessed using a 7-item scale derived from (Biswas & Kapil, 2017). An example item is: “I believe my management has high integrity.” The Likert scale allows employees to indicate their level of trust in management, capturing the nuances of their perceptions regarding integrity and openness.

#### *Employee Retention (ER)*

**Employee Retention** was measured through a 4-item intention to stay scale adapted from the work of (Dechawatanapaisal, 2018). A sample item includes: “I would like to work for this company for at least five years.” The Likert scale captures employees' intentions to remain with their organization, providing valuable insights into factors influencing retention.

### **3.6 Pilot Testing**

As part of the preparatory phase for this study, a pilot test was conducted involving 150 healthcare professionals from various hospitals in the United Arab Emirates. This group represented approximately 25% of the anticipated total sample size, allowing for a meaningful assessment of the survey instrument's effectiveness. The primary aim of the pilot test was to evaluate the clarity, relevance, and comprehensibility of the questionnaire designed to assess Professional Development Interventions and their impact on employee retention. During the pilot testing phase, data collection involved administering the questionnaires alongside informal discussions with participants to gather qualitative feedback. This approach provided insights into any ambiguities or complexities within the questions, enabling the identification of problematic areas that could hinder accurate responses. Participants were also asked to

estimate the time taken to complete the survey, allowing the research team to gauge whether the length was appropriate for busy healthcare professionals.

In response to the feedback received, the questionnaire underwent a thorough review and subsequent refinement. The original version, initially comprising 8 pages, was streamlined to a more concise 4-page format. This revision not only maintained the essential components needed to gather comprehensive data but also enhanced the clarity and overall user experience of the survey. The pilot testing process was instrumental in ensuring the reliability and validity of the survey instrument, ultimately laying a solid foundation for the subsequent phases of the research (Green, 2020).

### **3.7 Data Collection Details**

The survey was conducted to collect data from hospitals in the UAE which are located in different emirates like Dubai, Sharjah, Ajman, Abu Dhabi.

### **3.8 Statistical Analysis Tool**

To ensure a thorough and accurate evaluation of the data collected in this research, multiple statistical software tools—namely Microsoft Excel, IBM SPSS, and SmartPLS—will be utilized. This integrated software approach allows for a more robust analysis and enhances the reliability of the findings regarding the link between professional development programs and employee retention within the healthcare industry.

The initial phase of analysis involves the use of descriptive statistics to establish a clear overview of the dataset. Measures such as the mean, median, mode, and standard deviation will be employed to summarize and interpret the demographic and variable distributions. The mean, specifically, will be calculated to identify central tendencies using the standard formula:  $\bar{x} = \sum x / N$ , where  $\bar{x}$  represents the average,  $\sum x$  is the total of all data points, and  $N$  is the number of observations.

For more in-depth analysis, the study will apply advanced statistical methods, including Analysis of Variance (ANOVA) and Partial Least Squares Structural Equation Modeling (PLS-SEM). ANOVA will be used to examine whether significant differences exist in mean values across demographic subgroups. Meanwhile, PLS-SEM will enable the investigation of complex cause-and-effect relationships between professional development interventions (independent variables) and employee retention outcomes (dependent variables). In situations where data do not meet the assumptions required for parametric testing, non-parametric alternatives—such as the Kruskal-Wallis H test—will be considered. These analytical techniques are chosen to build a solid statistical foundation for testing the study's hypotheses and uncovering meaningful patterns within the data.

### ***3.8.1 Structural Equation Modelling***

To explore the intricate relationships among the variables in this study, the research team employed Structural Equation Modeling (SEM) through SmartPLS version 4.1.0. This technique was chosen for its ability to handle complex models and its suitability for real-world data, especially when normal distribution cannot be assumed—a common occurrence in social science and healthcare research (J. F. Hair et al., 2011; Jha et al., 2024).

PLS-SEM, or Partial Least Squares SEM, is particularly useful when the goal is to develop and predict theoretical models rather than simply confirm existing ones. Given the exploratory nature of this study, and the relatively moderate sample size, PLS-SEM emerged as a fitting choice. It offers the flexibility to work effectively even with smaller samples and is ideal for studies aiming to identify key factors influencing outcomes—in this case, how professional development interventions impact employee retention. One of the strengths of PLS-SEM is its dual capability: it allows for the simultaneous evaluation of both the measurement model (which assesses how well indicators represent the underlying constructs) and the structural model (which examines the hypothesized relationships between those constructs). This makes it possible to gain a more holistic understanding of the data and how different variables interact (J. F. Hair et al., 2019, 2021; J. F. Hair, M.Hult, et al., 2014).

Moreover, PLS-SEM offers clear visual outputs that help illustrate the weight and influence of each variable within the model. This clarity is especially valuable when interpreting the roles of mediators or moderators and understanding the broader structure of relationships. Unlike more traditional approaches like Exploratory or Confirmatory Factor Analysis, PLS-SEM not only simplifies complex statistical outputs but also enhances interpretability, making it easier to translate findings into practical insights. Ultimately, the use of SmartPLS in this study supports a detailed and credible analysis of the research model. This methodological approach reflects the researchers' intent to apply advanced tools that provide accurate, actionable

insights—contributing meaningful knowledge to ongoing conversations around workforce development and retention in the healthcare sector (Alagarsamy et al., 2021; Hair Jr. et al., 2017; Henseler et al., 2014).

### ***3.8.2 Non-Parametric ANOVA (Analysis of Variance) Test***

This study incorporates statistical methods to understand how different demographic groups vary in their responses, particularly concerning employees' intention to remain in their roles. One of the key techniques used is Analysis of Variance (ANOVA), which is designed to test whether there are meaningful differences in the average responses among several groups (Cardinal & Aitken, 2013; Girden, 1992).. ANOVA examines both the differences between group means and the variability within those groups, making it useful for identifying patterns that may not be immediately obvious (Miller Jr, 1997; St & Wold, 1989).

However, the nature of the data in this study—specifically its departure from a normal distribution—required a shift toward non-parametric alternatives. To ensure the validity of the analysis under these conditions, two widely recognized non-parametric tests were employed: the Mann-Whitney U test and the Kruskal-Wallis test. The Mann-Whitney U test is effective for comparing two independent groups and determining if one tends to yield higher or lower outcomes than the other. When more than two groups are involved, the Kruskal-Wallis test is used. This test evaluates whether the rankings of values differ significantly across multiple groups, offering insight into how variables such as age, gender, income, or marital status might influence employee retention in the healthcare sector (McKight & Najab, 2010; Ostertagova et al., 2014).

These non-parametric methods are especially valuable in uncovering subtle yet important distinctions among demographic subgroups—distinctions that might be missed using traditional parametric approaches. By focusing on rank rather than raw scores, these tests offer a more nuanced view of how employees' backgrounds relate to their intentions to stay with an

organization. All statistical procedures in this study were carried out using IBM SPSS version 25.0. The Kruskal-Wallis test, in particular, uses the H-statistic to assess differences between group medians relative to within-group variability, providing a reliable foundation for hypothesis testing. Through these analytical tools, the research is able to deliver deeper insights into the demographic factors shaping employee behavior—insights that contribute to more targeted and effective retention strategies in the healthcare industry (Cardinal & Aitken, 2013; Girden, 1992).

### **3.9 Summary of Chapter**

This chapter has presented a comprehensive explanation of the methodological framework adopted to examine how professional development initiatives influence various employee-related factors, particularly retention, within hospitals in the UAE. It began by outlining the core research questions, objectives, and hypotheses that shape the direction of the study. A cross-sectional design was selected for the investigation, with data gathered using structured, paper-based questionnaires distributed across multiple healthcare facilities. The chapter also detailed the application of advanced statistical tools, including Partial Least Squares Structural Equation Modeling (PLS-SEM) and non-parametric ANOVA tests, to conduct a thorough analysis of the collected data. By integrating these methods, the study aims to uncover nuanced insights into the interplay between demographic characteristics, development interventions, and employee retention—ultimately offering practical value for decision-makers in the UAE healthcare sector.

Chapter 4

# Data Analysis and Interpretation

This chapter presents a comprehensive analysis of the data collected to investigate the impact of professional development interventions (PDI) on employee retention (ER) in the healthcare sector in the UAE. The analysis also examines how key dependent variables, such as succession planning (SP), employee productivity (EP), job security (JS), organizational commitment (Co), compensation benefits (CB), employee engagement (EE), motivation (Mo), and trust towards the organization (Tr), contribute to the second-order construct of employee retention. Additionally, the chapter explores how demographic factors influence perceptions of professional development interventions and their subsequent impact on retention outcomes.

The chapter begins with an overview of the respondents' demographic profiles, including variables such as gender, age, marital status, and income. This section is followed by descriptive statistics and normality tests to ensure the data is appropriate for advanced statistical analysis. The study employs PLS-SEM to evaluate both the measurement and structural models. This method enables a robust examination of the relationships among variables, providing insights into the direct and indirect effects of professional development interventions on employee retention. Finally, the chapter delves into the analysis of how demographic factors, such as age and income, influence employee perceptions of professional development interventions and retention outcomes. These insights contribute to a nuanced understanding of talent management strategies in the UAE healthcare sector. The chapter concludes by synthesizing key findings, identifying critical drivers of employee retention, and offering recommendations for organizational strategies aimed at retaining top talent in the healthcare industry.

## **4.1 Demographic Profile of Respondents**

### ***4.1.1 Gender of Respondents***

The gender distribution of the respondents is presented in Table 4.1. Out of the 550 respondents, 352 were male, representing 64% of the total sample, while 198 were female, constituting 36%.

This indicates a higher participation of male respondents in the study, which may reflect the workforce composition in the healthcare sector in the UAE or differing response rates among gender groups.

**Table 4.1: Gender of respondents**

Gender	Frequency	Percent
Female	198	36.00
Male	352	64.00
<b>Total</b>	<b>550</b>	<b>100.0</b>

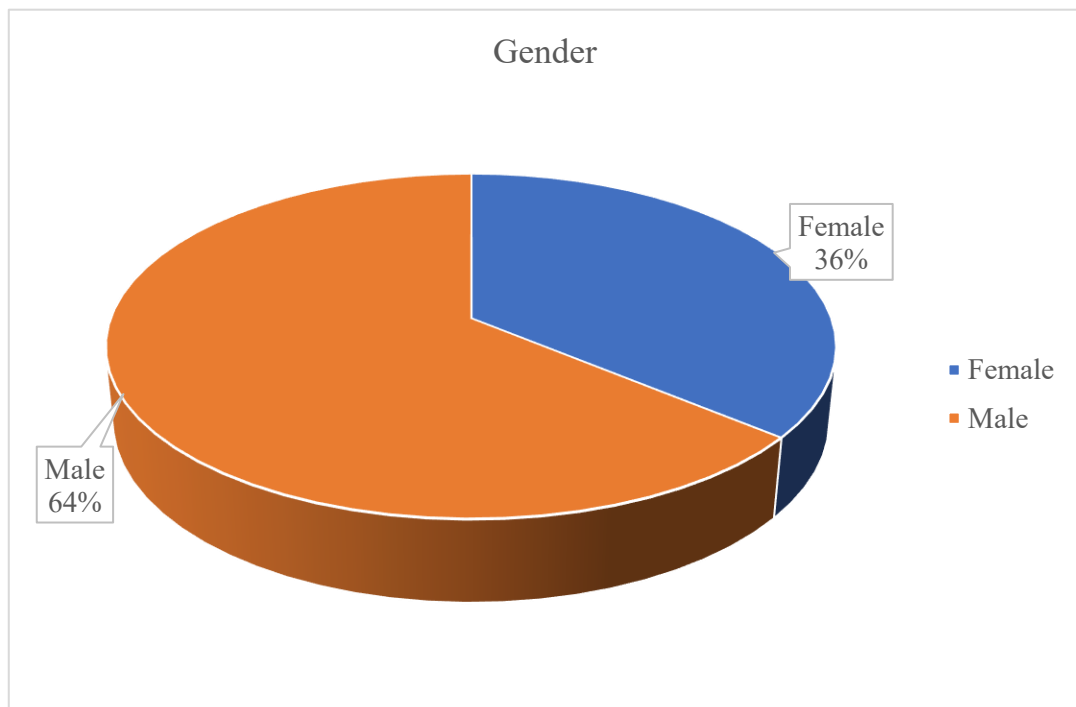


Figure 4.1: Gender of respondents

#### ***4.1.2 Age of Respondents***

The age distribution of respondents is detailed in Table 4.2. The largest age group was 26-35 years, comprising 30.55% of the total respondents, followed by the 36-45 years age group at 23.09%. Respondents aged 56 years and above constituted 21.09%, while those in the 46-55 years age group accounted for 14.91%. The youngest group, aged 18-25 years, made up 10.36%

of the sample. This diverse age range offers a comprehensive perspective on how professional development interventions are perceived across different age brackets.

**Table 4.2: Age Group of respondents**

Age Group	Frequency	Percent
16-25 years	57	10.36
26-35 years	168	30.55
36-45 years	127	23.09
46-55 years	82	14.91
56 years and above	116	21.09
<b>Total</b>	<b>550</b>	<b>100.00</b>

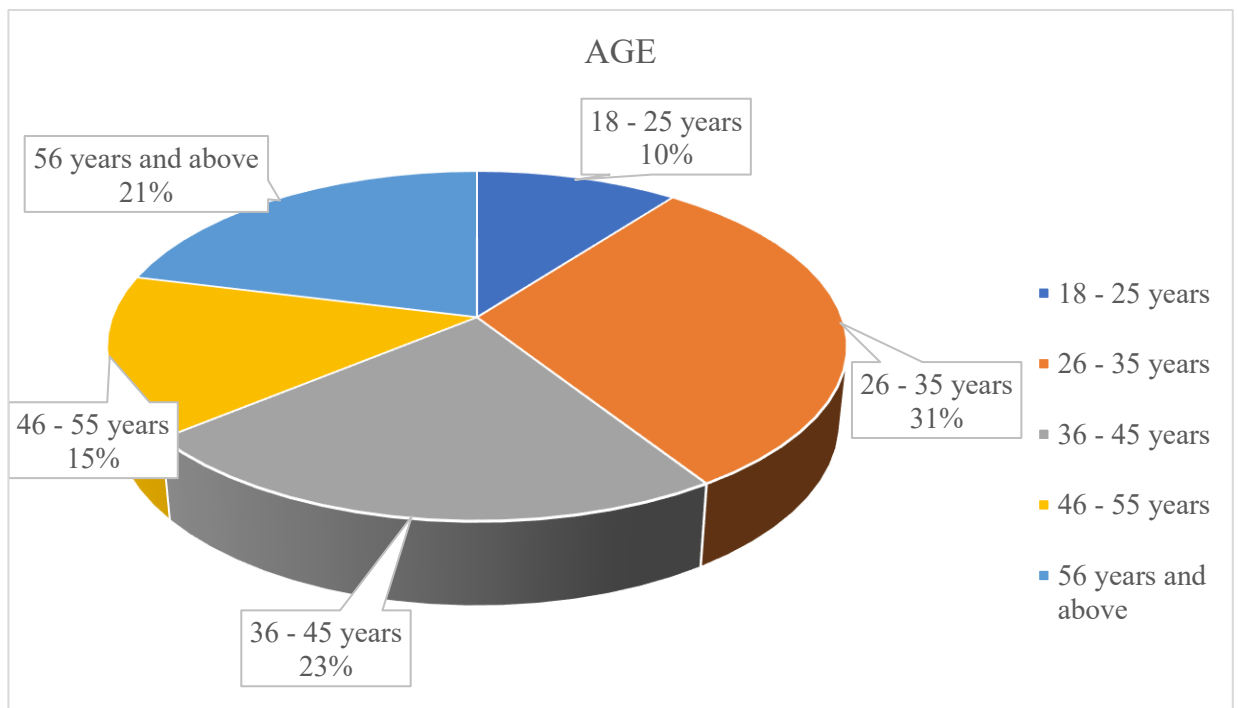


Figure 4.2: Age Group of respondents

#### **4.1.3 Income of Respondents**

The income distribution of respondents is outlined in Table 4.3. The largest group, representing 36.55% of the sample, reported a monthly income between 20,001 and 35,000 AED. This is followed by 25.82% of respondents with incomes between 35,001 and 50,000 AED, and 17.82% earning 50,000 AED and above. Respondents earning less than 10,000 AED

constituted 12.91%, while those earning between 10,001 and 20,000 AED accounted for 6.91%.

**Table 4.3: Income Level**

Income Group (in AED)	Frequency	Percent
Less than 10000	71	12.91
10001 - 20000	38	6.91
20001- 30000	201	36.55
30001- 40000	142	25.82
40000 and above	98	17.82
<b>Total</b>	<b>550</b>	<b>100.00</b>

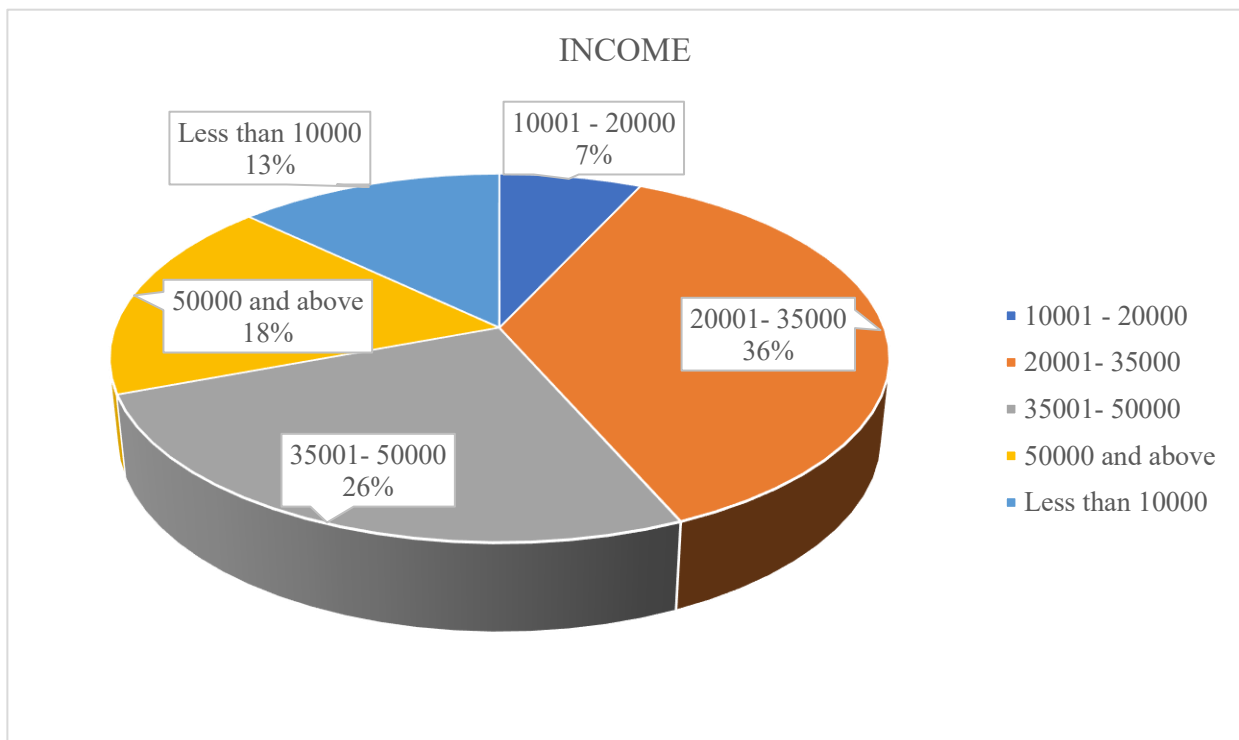


Figure 4.3: Income Level of Respondents

#### ***4.1.4 Marital Status of Respondents***

The marital status of respondents is shown in Table 4.4. A majority, 72.36%, were married or engaged, while 26.55% were unmarried. A small proportion, 1.09%, reported being divorced, widowed, or separated. This distribution provides an understanding of the marital

demographics within the respondent group, which could influence their attitudes toward organizational policies and retention strategies.

**Table 4.4: Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Unmarried	146	26.55
Married/Engaged	398	72.36
Divorced/Widowed/Separated	6	1.09
<b>Total</b>	<b>603</b>	<b>100.0%</b>

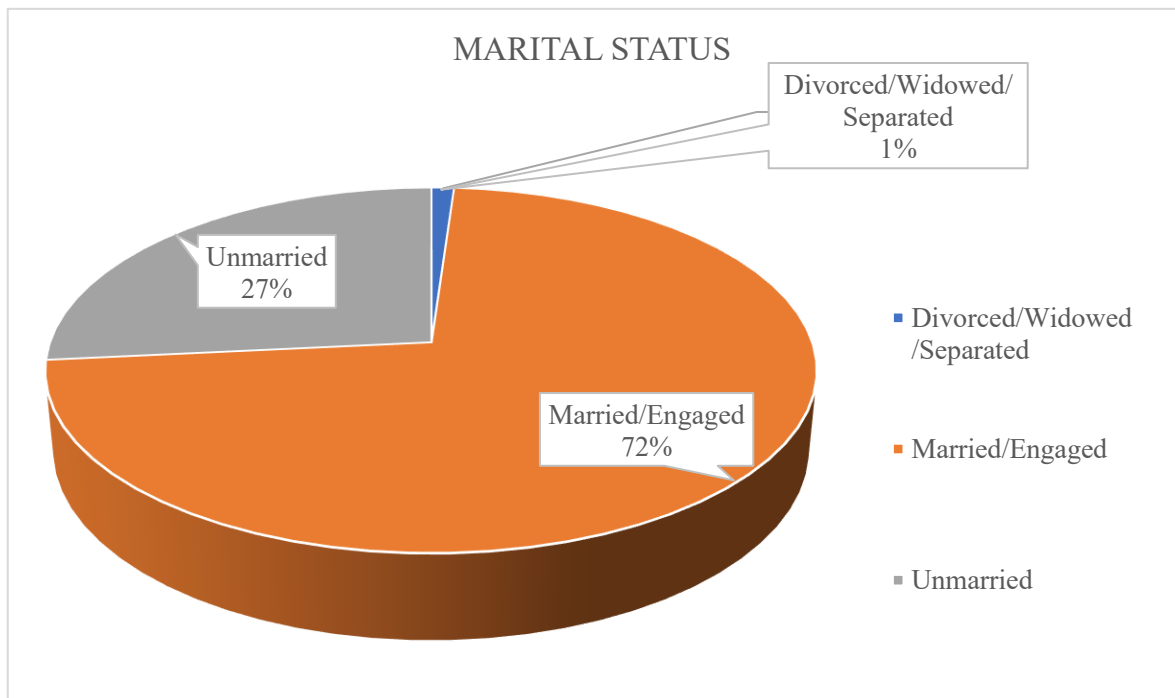


Figure 4.4: Marital Status

The summary of the demographic profiled are detailed in table 4.5

**Table 4.5: Demographic Details**

<b>Demographic Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	Female	198	36.00
	Male	352	64.00
	<b>Total</b>	<b>550</b>	100.00
<b>Age</b>	18 - 25 years	57	10.36
	26 - 35 years	168	30.55
	36 - 45 years	127	23.09
	46 - 55 years	82	14.91
	56 years and above	116	21.09
	<b>Total</b>	<b>550</b>	100.00
<b>Income</b>	Less than 10000	71	12.91
	10001 - 20000	38	6.91
	20001- 35000	201	36.55
	35001- 50000	142	25.82
	50000 and above	98	17.82
	<b>Total</b>	<b>550</b>	100.00
<b>Marital Status</b>	Unmarried	<b>146</b>	26.55
	Married/Engaged	398	72.36
	Divorced/Widowed/Separated	6	1.09
	<b>Total</b>	<b>550</b>	100.00

## 4.2 Descriptive Statistics

### *Professional Development Intervention*

The respondents' perceptions of professional development interventions at their organization were moderately positive. The item "With my current knowledge, I can do my job satisfactorily" received the highest mean score (mean = 3.99), suggesting that respondents felt adequately equipped to perform their roles. Similarly, "I have had a significant professional development since I started working" and "I have become a more qualified professional" scored high with means of 3.95 and 3.93, respectively. However, "Currently, I feel well-prepared to undertake activities that are meant for me" had a relatively lower mean score of 3.76, indicating a possible gap in preparation for specific tasks.

**Table 4.6: Descriptive Statistics for Professional Development Intervention**

<b>Items</b>	<b>Mean</b>	<b>Std.Deviation</b>
<i>PD1</i>	3.85	0.834
<i>PD2</i>	3.93	0.789
<i>PD3</i>	3.95	0.800
<i>PD4</i>	3.99	0.775
<i>PD5</i>	3.93	0.775
<i>PD6</i>	3.76	0.902

### *Succession Planning*

The analysis of succession planning practices indicates moderate clarity and willingness among respondents. The item "Are you willing to participate in a formal succession planning process?" had the highest mean score of 3.86, reflecting openness towards participation. Meanwhile, "Has your organization clarified the organizational reasons (goals) for the succession planning?" had the lowest mean (mean = 3.79), showing room for improvement in communication regarding goals.

**Table 4.7: Descriptive Statistics for Succession Planning**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>SP1</i>	3.81	0.761
<i>SP2</i>	3.79	0.744
<i>SP3</i>	3.80	0.801
<i>SP4</i>	3.86	0.738

### ***Motivation***

The respondents reported a positive sense of motivation in their workplace. "I try to think of ways of doing my job effectively" scored the highest (mean = 3.92), indicating proactive engagement in work. Items such as "I feel unhappy when my work is not up to my usual standard" and "I take pride in doing my job as well as I can" also scored well, with mean scores of 3.84 and 3.89, respectively, reflecting a strong sense of personal satisfaction.

**Table 4.8: Descriptive Statistics for Motivation**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>Mo1</i>	3.76	0.759
<i>Mo2</i>	3.84	0.743
<i>Mo3</i>	3.89	0.663
<i>Mo4</i>	3.84	0.763
<i>Mo5</i>	3.88	0.872
<i>Mo6</i>	3.92	0.83

### ***Job Security***

Respondents demonstrated a moderately high perception of job security. "I feel insecure about the future of my job" and "I am confident that I can keep my job" received similar high scores (mean = 4.01 and mean = 3.96, respectively), reflecting assurance in job stability. However,

there were some concerns regarding potential job loss, as seen from the mean score of 3.98 for "There are chances that I will soon lose my job."

**Table 4.9: Descriptive Statistics for Job Security**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>JS1</i>	3.98	0.727
<i>JS2</i>	4.01	0.766
<i>JS3</i>	3.96	0.757
<i>JS4</i>	3.96	0.797
<i>JS5</i>	4.01	0.730
<i>JS6</i>	3.01	0.723

***Employee Productivity***

Respondents reported high levels of productivity in their workplace. The item "I set a high standard of task accomplishment" had the highest mean score (mean = 3.96), suggesting that respondents prioritize quality in their work. Similarly, "I always beat our team targets" and "I accomplish tasks quickly and efficiently" also scored high (mean = 3.94 and 3.91, respectively), reflecting strong performance and efficiency.

**Table 4.10: Descriptive Statistics for Employee Productivity**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>EP1</i>	3.85	0.804
<i>EP2</i>	3.91	0.764
<i>EP3</i>	3.96	0.753
<i>EP4</i>	3.89	0.775
<i>EP5</i>	3.94	0.687

### ***Commitment***

The level of organizational commitment among respondents was relatively strong. The highest-rated item was "I would be very happy to spend the rest of my career with this organization" (mean = 4.16), reflecting high loyalty. Additionally, items like "This organization has a great deal of personal meaning for me" and "I do not feel emotionally attached to this organization (R)" also received high scores (mean = 4.03 and 4.09, respectively). The reversed items reveal that respondents feel a strong sense of belonging and connection to their organization.

**Table 4.11: Descriptive Statistics for Commitment**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>Co1</i>	4.16	0.785
<i>Co2</i>	4.00	0.854
<i>Co3</i>	3.98	0.838
<i>Co4</i>	4.09	0.844
<i>Co5</i>	4.07	0.85
<i>Co6</i>	3.83	0.905
<i>Co7</i>	4.03	0.830

### ***Compensation & Benefits***

Respondents rated the compensation and benefits offered by their organization positively. The item "My organization provides good health benefits" had the highest mean score (mean = 3.97), reflecting strong satisfaction with health-related benefits. "My organization provides overtime pay" and "My organization provides insurance coverage for employees and dependents" also scored high (mean = 3.85 and 3.88, respectively), indicating satisfaction with monetary and non-monetary compensations.

**Table 4.12: Descriptive Statistics for Compensation & benefits**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>CB1</i>	3.89	0.862
<i>CB2</i>	3.85	0.889
<i>CB3</i>	3.97	0.829
<i>CB4</i>	3.88	0.738

### ***Engagement***

The respondents reported moderate to high levels of engagement in their work. "I am immersed in my work" received the highest mean score (mean = 3.82), indicating a strong sense of involvement. However, items such as "I am enthusiastic about my job" and "At my work, I feel bursting with energy" had slightly lower mean scores (3.76 and 3.78, respectively), suggesting areas for potential improvement in energy and enthusiasm levels.

**Table 4.13: Descriptive Statistics for Engagement**

<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
<i>EE1</i>	3.78	0.826
<i>EE2</i>	3.76	0.841
<i>EE3</i>	3.82	0.879

### ***Trust***

Respondents' trust in management varied. The item "My management is open and upfront with me" had the highest mean score (mean = 4.04), indicating a high level of transparency. Similarly, "I am not sure I fully trust my management" and "I believe my management has high integrity" also scored well (mean = 4.08 and 3.94, respectively), reflecting overall confidence in management. However, "I don't think my management treats me fairly" had a lower mean score of 3.51, highlighting potential concerns about fairness.

**Table 4.14: Descriptive Statistics for Trust**

<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
<i>Tr1</i>	3.94	0.807
<i>Tr2</i>	3.93	0.798
<i>Tr3</i>	4.01	0.779
<i>Tr4</i>	3.66	0.705
<i>Tr5</i>	3.51	0.867
<i>Tr6</i>	4.04	0.540
<i>Tr7</i>	4.08	0.578

***Employee Retention***

Employee retention scores reflected moderate intent to stay within the organization. The item "I am not thinking of moving to another company" received the highest mean score (mean = 3.95), suggesting a relatively low turnover intention. However, "I would like to stay in the same job for at least five years" scored much lower (mean = 2.96), indicating that role-specific retention might need to be addressed.

**Table 4.15: Descriptive Statistics for Employee Retention**

<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
<i>ER1</i>	3.95	0.838
<i>ER2</i>	3.88	0.919
<i>ER3</i>	2.96	0.797
<i>ER4</i>	0.797	3.02

### 4.3 Normality Test

To determine whether the dataset followed a normal distribution, both the Kolmogorov-Smirnov and Shapiro-Wilk tests were applied. Results from these tests showed statistically significant p-values ( $p < 0.05$ ), indicating that the data deviated from the assumptions of normality. These outcomes, summarized in Table 4.12, confirm that the variables are not normally distributed—an outcome that is not uncommon in real-world research where multiple factors can influence data behaviour. Given this lack of normality, the analysis will proceed using non-parametric statistical techniques. These methods are particularly well-suited for datasets that do not meet normal distribution criteria and are known for their robustness in such scenarios. Employing non-parametric tools helps ensure that the analytical results remain valid and reliable, ultimately enhancing the credibility of the study's conclusions.

**Table 4.16: Normality Analysis**

Constructs		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Professional Development	PD1	0.377	540	0.000	0.751	540	0.000
	PD2	0.352	540	0.000	0.767	540	0.000
	PD3	0.361	540	0.000	0.744	540	0.000
	PD4	0.347	540	0.000	0.765	540	0.000
	PD5	0.371	540	0.000	0.725	540	0.000
Motivation	Mo1	0.381	540	0.000	0.756	540	0.000
	Mo2	0.389	540	0.000	0.729	540	0.000
	Mo3	0.410	540	0.000	0.675	540	0.000
	Mo4	0.395	540	0.000	0.718	540	0.000
	Mo5	0.296	540	0.000	0.837	540	0.000
Employee Productivity	EP1	0.366	540	0.000	0.759	540	0.000
	EP2	0.357	540	0.000	0.746	540	0.000
	EP3	0.359	540	0.000	0.733	540	0.000
	EP4	0.366	540	0.000	0.752	540	0.000
	EP5	0.353	540	0.000	0.763	540	0.000
Succession Planning	SP1	0.364	540	0.000	0.781	540	0.000
	SP2	0.374	540	0.000	0.765	540	0.000
	SP3	0.355	540	0.000	0.788	540	0.000
	SP4	0.346	540	0.000	0.797	540	0.000

Commitment	Co1	0.338	540	0.000	0.686	540	0.000
	Co2	0.364	540	0.000	0.723	540	0.000
	Co3	0.365	540	0.000	0.729	540	0.000
	Co4	0.343	540	0.000	0.719	540	0.000
	Co5	0.363	540	0.000	0.694	540	0.000
	Co6	0.351	540	0.000	0.794	540	0.000
	Co7	0.332	540	0.000	0.772	540	0.000
Engagement	EE1	0.357	540	0.000	0.774	540	0.000
	EE2	0.358	540	0.000	0.777	540	0.000
	EE3	0.349	540	0.000	0.784	540	0.000
Compensation & Benefits	CB1	0.378	540	0.000	0.735	540	0.000
	CB2	0.385	540	0.000	0.738	540	0.000
	CB3	0.382	540	0.000	0.708	540	0.000
	CB4	0.387	540	0.000	0.719	540	0.000
Trust	Tr1	0.449	540	0.000	0.560	540	0.000
	Tr2	0.454	540	0.000	0.554	540	0.000
	Tr3	0.430	540	0.000	0.571	540	0.000
	Tr4	0.441	540	0.000	0.539	540	0.000
	Tr5	0.414	540	0.000	0.612	540	0.000
	Tr6	0.418	540	0.000	0.533	540	0.000
	Tr7	0.409	540	0.000	0.518	540	0.000
Job Security	JS1	0.370	540	0.000	0.732	540	0.000
	JS2	0.335	540	0.000	0.765	540	0.000
	JS3	0.344	540	0.000	0.769	540	0.000
	JS4	0.344	540	0.000	0.772	540	0.000
	JS5	0.356	540	0.000	0.734	540	0.000
	JS6	0.357	540	0.000	0.737	540	0.000
Employee Retention	ER1	0.404	540	0.000	0.636	540	0.000
	ER2	0.367	540	0.000	0.717	540	0.000
	ER3	0.349	540	0.000	0.770	540	0.000
	ER4	0.321	540	0.000	0.785	540	0.000

#### **4.4 Structural Equation Modelling Analysis**

To analyze and validate the proposed relationships within the data, the researchers employed SmartPLS 4.0 software to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM). This approach, a modern variant of Structural Equation Modeling, was chosen due to its strong performance in working with data that do not meet the assumptions of normal distribution (J. F. Hair et al., 2011; Jha, Pal, et al., 2025; K. K. K.-K. Wong, 2013).

PLS-SEM proved to be an ideal fit for this research, offering several advantages over traditional techniques such as Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). It provides enhanced clarity when interpreting the impact and interconnections of predictor variables, particularly in complex models involving mediators and moderators. This makes PLS-SEM especially valuable when investigating multifaceted relationships that require more than a basic confirmatory analysis. By enabling simultaneous assessment of measurement and structural models, PLS-SEM allows for a deeper, more nuanced understanding of how the variables interact. Its adaptability and effectiveness in handling real-world data complexities aligned well with the study's objectives. This analytical method not only supports more reliable results but also reinforces the rigor of the research process by catering to the specific nature of the data collected (Dash & Paul, 2021; Fornell & Larcker, 1981; J. Hair et al., 2010; Jha, Sarkar, et al., 2025).

##### ***4.4.1 Measurement Model Analysis***

Before initiating the PLS-SEM analysis, the dataset underwent comprehensive preprocessing to ensure its quality and suitability for advanced statistical modeling. This process involved checking for missing values, ensuring data reliability and validity, and examining multicollinearity. From the initial pool of 600 responses, 50 were discarded due to incomplete information, leaving 550 valid cases for analysis. The modeling process was conducted in two phases using SmartPLS 4.0. The first phase centered on assessing the measurement model to

confirm that only well-performing constructs were included in the structural model. This step was crucial to uphold the integrity and precision of the final findings.

#### 4.4.1.1 Indicator Reliability & Factor Loading

The measurement model evaluation began by reviewing the factor loadings of individual indicators associated with their respective constructs. Factor loadings serve as a measure of how strongly each item contributes to the construct it represents. A threshold value of 0.60 was used as the benchmark for acceptable loading strength. Indicators failing to meet this criterion were removed to maintain the reliability and clarity of the model.

In this study, three items (PD6, Mo6, and Tr5) did not reach the required loading threshold and were excluded from further analysis. Their removal helped refine the model by ensuring that only indicators with a strong and consistent contribution to their constructs were retained. This process enhanced both the accuracy and explanatory power of the final structural model (Dash & Paul, 2021; J. Hair et al., 2010).

**Table 4.17: Factor Loading**

	CB	Co	EE	EP	ER	JS	Mo	PD	SP	Tr
CB1	0.884									
CB2	0.875									
CB3	0.852									
CB4	0.799									
Co1		0.887								
Co2		0.835								
Co3		0.782								
Co4		0.881								
Co5		0.879								
Co6		0.769								
Co7		0.862								
EE1			0.919							
EE2			0.941							
EE3			0.929							

EP1				0.912						
EP2				0.896						
EP3				0.867						
EP4				0.908						
EP5				0.690						
ER1					0.834					
ER2					0.880					
ER3					0.894					
ER4					0.836					
JS1						0.844				
JS2						0.839				
JS3						0.838				
JS4						0.833				
JS5						0.759				
JS6						0.787				
Mo1							0.812			
Mo2							0.863			
Mo3							0.881			
Mo4							0.893			
Mo5							0.692			
PD1								0.868		
PD2								0.870		
PD3								0.883		
PD4								0.861		
PD5								0.763		
SP1									0.926	
SP2									0.922	
SP3									0.879	
SP4									0.905	
Tr1										0.795
Tr2										0.771
Tr3										0.869
Tr4										0.738
Tr6										0.798
Tr7										0.798

#### 4.4.1.2 Internal Consistency Reliability

To assess internal consistency, two key statistical metrics—Cronbach’s alpha and composite reliability (CR)—were employed. These indicators reflect the degree to which a group of items consistently measures the same construct. All constructs achieved Cronbach’s alpha values above 0.70, with scores ranging from 0.875 to 0.932, indicating high internal reliability. Similarly, composite reliability values were well above the minimum acceptable threshold of 0.70, spanning from 0.912 to 0.951. These results confirm that the constructs in the model are measured reliably and are suitable for further analysis (J. F. Hair et al., 2013; Henseler et al., 2009; Henseler & Sarstedt, 2013; Nunnally, 1978).

**Table 4.18: Reliability Analysis**

Construct	Cronbach's alpha	Composite reliability (rho_c)
CB	0.875	0.914
Co	0.932	0.945
EE	0.922	0.951
EP	0.908	0.933
ER	0.884	0.920
JS	0.900	0.923
Mo	0.888	0.918
PD	0.903	0.929
SP	0.929	0.950
TR	0.883	0.912

#### 4.4.1.3 Validity Analysis

Once reliability was established, the model’s validity was tested—both convergent and discriminant.

*Convergent Validity:* Convergent validity assesses the extent to which multiple indicators of a construct agree in measuring the same concept. This was evaluated using Average Variance Extracted (AVE). All constructs demonstrated AVE values above 0.50, indicating that a significant portion of the variance in each construct is captured by its respective indicators rather than error (Henseler et al., 2009; Henseler & Sarstedt, 2013). These results, ranging from 0.633 to 0.865, suggest strong convergent validity, confirming that the items are well-aligned with their constructs.

**Table 4.19: Convergent validity**

<b>Construct</b>	<b>Average Variance Extracted (AVE)</b>
CB	0.728
Co	0.711
EE	0.865
EP	0.737
ER	0.742
JS	0.668
Mo	0.692
PD	0.723
SP	0.825
Tr	0.633

*Discriminant Validity:* To verify that the constructs were sufficiently distinct from each other, two tests were conducted: the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT).

1. **Fornell-Larcker Criterion:** This approach involves comparing the square root of each construct's AVE with its correlations with other constructs. A construct is considered to exhibit good discriminant validity if the square root of its AVE exceeds the correlations with any other construct (Fornell & Larcker, 1981). The data met this requirement, affirming that each construct was more closely associated with its own indicators than with others in the model.

**Table 4.20: Fornell-Larcker Criterion**

	CB	Co	EE	EP	ER	JS	Mo	PD	SP	Tr
CB	0.853									
Co	0.523	0.843								
EE	0.466	0.403	0.930							
EP	0.282	0.417	0.420	0.859						
ER	0.535	0.559	0.473	0.410	0.862					
JS	0.498	0.577	0.426	0.318	0.520	0.817				
Mo	0.468	0.420	0.497	0.439	0.546	0.530	0.832			
PD	0.602	0.632	0.383	0.339	0.545	0.739	0.551	0.850		
SP	0.392	0.354	0.329	0.375	0.481	0.544	0.523	0.487	0.908	
Tr	0.379	0.742	0.320	0.344	0.447	0.469	0.329	0.487	0.275	0.796

2. **HTMT Criterion:** As an additional confirmation, the HTMT ratio was computed. A value below 0.90 suggests acceptable discriminant validity. All HTMT ratios in this study fell below this threshold, reinforcing that the constructs are distinct and conceptually independent from one another (Henseler et al., 2015).

Together, these tests confirm the model’s robustness in measuring distinct constructs that reliably represent the intended theoretical framework. The outcomes of these assessments provided a strong foundation for advancing to the structural model analysis.

**Table 4.21: HTMT (Heterotrait-Monotrait) Ratio**

	CB	Co	EE	EP	ER	JS	Mo	PD	SP	Tr
CB										
Co	0.574									
EE	0.517	0.434								
EP	0.311	0.457	0.460							
ER	0.599	0.616	0.521	0.455						
JS	0.551	0.628	0.467	0.351	0.577					
Mo	0.513	0.450	0.549	0.488	0.597	0.581				
PD	0.666	0.685	0.418	0.374	0.605	0.818	0.595			
SP	0.422	0.379	0.356	0.404	0.522	0.590	0.567	0.526		
Tr	0.424	0.816	0.354	0.386	0.503	0.522	0.362	0.543	0.304	

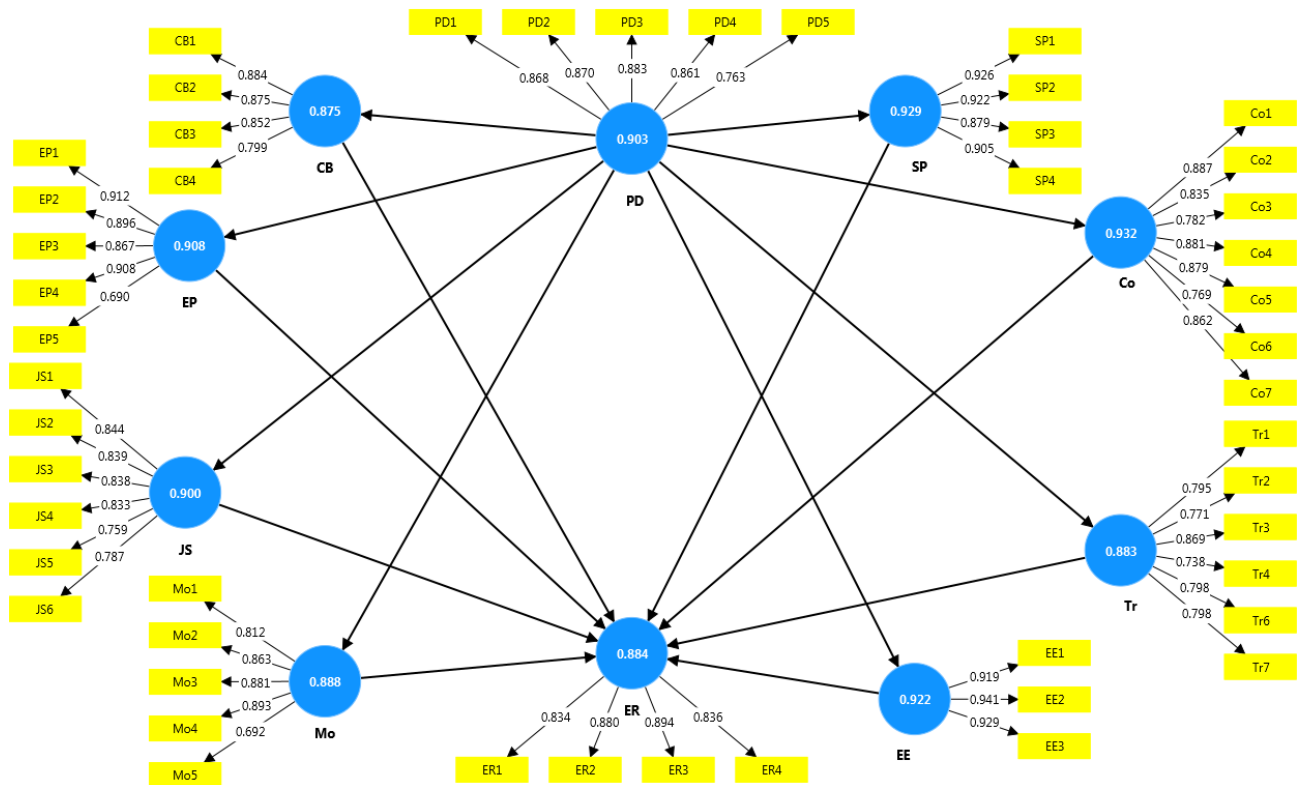


Figure 4.5: Measurement Model Analysis

#### 4.4.2 Structural Model Analysis

After confirming the adequacy of the measurement model, the next step involved analyzing the structural model. This step focuses on key indicators such as the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ) using the blindfolding method, and the statistical strength of the path relationships. Additionally, the PLS-Predict technique was used to evaluate the model's predictive performance beyond the original sample. These analyses collectively offer insights into how well the model explains and forecasts outcomes, helping ensure both the robustness and predictive utility of the structural framework (J. F. Hair, Sarstedt, et al., 2014; Henseler et al., 2014; Jha et al., 2022).

##### 4.4.2.1 Multicollinearity Analysis

Before testing the hypothesized relationships, it is critical to assess multicollinearity among the independent variables to avoid distortions in the regression estimates. This is achieved by

computing the Variance Inflation Factor (VIF) values for the latent constructs. In this study, all VIF values were comfortably below the threshold of 5, indicating the absence of serious multicollinearity concerns (J. F. Hair, M.Hult, et al., 2014). The results are presented in Table 4.22 and confirm the model's structural stability.

**Table 4.22: VIF Statistics**

<b>Path</b>	<b>VIF</b>
CB -> ER	1.687
Co -> ER	2.939
EE -> ER	1.581
EP -> ER	1.464
JS -> ER	2.067
Mo -> ER	1.866
PD -> CB	1.000
PD -> Co	1.000
PD -> EE	1.000
PD -> EP	1.000
PD -> JS	1.000
PD -> Mo	1.000
PD -> SP	1.000
PD -> Tr	1.000
SP -> ER	1.654
Tr -> ER	2.246

#### 4.4.2.2 Coefficient of Determination ( $R^2$ ) Analysis

The R<sup>2</sup> statistic quantifies how much of the variance in each dependent variable is explained by the corresponding predictor variables in the model. It is a central measure of explanatory power in PLS-SEM. R<sup>2</sup> values range from 0 to 1, with values of 0.20 considered weak, around 0.50 as moderate, and above 0.75 as strong explanatory power (Gefen et al., 2011). In this analysis, R<sup>2</sup> values ranged between 0.215 and 0.546, which reflects a generally moderate level of explanatory capability for the endogenous constructs.

**Table 4.23: R<sup>2</sup> Statistics**

<b>Construct</b>	<b>R<sup>2</sup></b>	<b>R<sup>2</sup> Adjusted</b>
CB	0.363	0.362
Co	0.399	0.398
EE	0.247	0.245
EP	0.215	0.213
ER	0.501	0.494
JS	0.546	0.546
Mo	0.304	0.302
SP	0.237	0.236
Tr	0.237	0.236

#### 4.4.2.3 In-sample Predictive Power Analysis (*Q<sup>2</sup> Analysis*)

To evaluate how well the model can predict data points not used in its estimation, Q<sup>2</sup> statistics were calculated using the blindfolding technique (Geisser, 1974; Stone, 1974). This method omits specific data points and predicts them based on the model, with Q<sup>2</sup> values greater than 0 indicating some degree of predictive accuracy. Specifically, values above 0.25 and 0.50 suggest moderate and high predictive relevance, respectively. In this study, Q<sup>2</sup> scores fell between 0.209

and 0.542, demonstrating that the model holds small to moderate predictive strength for the dependent variables (J. F. Hair, Sarstedt, et al., 2014).

**Table 4.24: Q<sup>2</sup> Statistics**

<b>Construct</b>	<b>Q<sup>2</sup> Value</b>
CB	0.355
Co	0.395
EE	0.241
EP	0.209
ER	0.294
JS	0.542
Mo	0.300
SP	0.234
Tr	0.228

#### *4.4.2.4 Relationship Testing*

The structural model was evaluated to test the hypothesized relationships among the constructs, using path coefficients as key indicators. A bootstrapping technique with 5000 resamples was applied to estimate the statistical significance of the paths.

#### *Professional Development Interventions and its consequences*

**H<sub>1</sub>:** Professional Development Interventions (PDI) have a significant positive impact on Succession Planning (SP). The results ( $\beta = 0.487$ ,  $t = 11.935$ ,  $p = 0.000$ ) confirm a strong and significant relationship, supporting H<sub>1</sub>.

**H<sub>2</sub>:** PDI significantly influence Employee Productivity (EP). The findings ( $\beta = 0.339$ ,  $t = 7.542$ ,  $p = 0.000$ ) demonstrate a positive and significant relationship, providing support for H<sub>2</sub>.

**H<sub>3</sub>:** PDI significantly affect Job Security (JS). The results ( $\beta = 0.739$ ,  $t = 22.626$ ,  $p = 0.000$ ) reveal a very strong positive relationship, strongly supporting H<sub>3</sub>.

**H<sub>4</sub>:** PDI significantly impact Organizational Commitment (Co). The findings ( $\beta = 0.632$ ,  $t = 13.497$ ,  $p = 0.000$ ) highlight a significant positive effect, supporting H<sub>4</sub>.

**H<sub>5</sub>:** PDI have a significant impact on Compensation Benefits (CB). The results ( $\beta = 0.602$ ,  $t = 11.601$ ,  $p = 0.000$ ) confirm a robust positive relationship, providing strong support for H<sub>5</sub>.

**H<sub>6</sub>:** PDI significantly influence Employee Engagement (EE). The analysis ( $\beta = 0.383$ ,  $t = 5.905$ ,  $p = 0.000$ ) indicates a significant positive relationship, supporting H<sub>6</sub>.

**H<sub>7</sub>:** PDI have a significant positive impact on Motivation (Mo). The results ( $\beta = 0.551$ ,  $t = 12.787$ ,  $p = 0.000$ ) strongly support H<sub>7</sub>.

**H<sub>8</sub>:** PDI significantly affect Trust towards the Organization (Tr). The findings ( $\beta = 0.487$ ,  $t = 7.783$ ,  $p = 0.000$ ) reveal a positive and significant relationship, supporting H<sub>8</sub>.

**Table 4.25: Results of Path Analysis**

Hypothesis	Relationship	$\beta$ -Value	Std Deviation (STDEV)	t-Value	p-Value	
H <sub>1</sub>	PDI -> SP	0.487	0.041	11.935	0.000	Supported
H <sub>2</sub>	PDI -> EP	0.339	0.045	7.542	0.000	Supported
H <sub>3</sub>	PDI -> JS	0.739	0.033	22.626	0.000	Supported
H <sub>4</sub>	PDI -> Co	0.632	0.047	13.497	0.000	Supported
H <sub>5</sub>	PDI -> CB	0.602	0.052	11.601	0.000	Supported
H <sub>6</sub>	PDI -> EE	0.383	0.065	5.905	0.000	Supported

H <sub>7</sub>	PDI -> Mo	0.551	0.043	12.787	0.000	Supported
H <sub>8</sub>	PDI -> Tr	0.487	0.063	7.783	0.000	Supported

*Determinants of Employee Retention*

**H<sub>9</sub>:** Succession Planning (SP) significantly impacts Employee Retention (ER). The findings ( $\beta = 0.145$ ,  $t = 3.510$ ,  $p = 0.000$ ) indicate a significant positive effect, supporting H<sub>9</sub>.

**H<sub>10</sub>:** Employee Productivity (EP) significantly influences ER. The results ( $\beta = 0.065$ ,  $t = 1.156$ ,  $p = 0.124$ ) do not reveal a significant relationship, and thus H<sub>10</sub> is not supported.

**H<sub>11</sub>:** Job Security (JS) has a significant impact on ER. However, the findings ( $\beta = 0.053$ ,  $t = 0.862$ ,  $p = 0.194$ ) indicate no significant relationship, leading to a rejection of H<sub>11</sub>.

**H<sub>12</sub>:** Organizational Commitment (Co) significantly influences ER. The results ( $\beta = 0.204$ ,  $t = 3.218$ ,  $p = 0.001$ ) confirm a significant positive effect, supporting H<sub>12</sub>.

**H<sub>13</sub>:** Compensation Benefits (CB) significantly impact ER. The findings ( $\beta = 0.176$ ,  $t = 3.876$ ,  $p = 0.000$ ) demonstrate a significant positive relationship, supporting H<sub>13</sub>.

**H<sub>14</sub>:** Employee Engagement (EE) significantly affects ER. The results ( $\beta = 0.108$ ,  $t = 2.186$ ,  $p = 0.014$ ) reveal a significant positive effect, providing support for H<sub>14</sub>.

**H<sub>15</sub>:** Motivation (Mo) significantly impacts ER. The findings ( $\beta = 0.176$ ,  $t = 2.600$ ,  $p = 0.005$ ) indicate a significant positive relationship, supporting H<sub>15</sub>.

**H<sub>16</sub>:** Trust towards the Organization (Tr) significantly impacts ER. However, the results ( $\beta = 0.050$ ,  $t = 0.858$ ,  $p = 0.195$ ) indicate no significant relationship, and H<sub>16</sub> is not supported.

**Table 4.26: Summary of Path Analysis**

Hypothesis	Relationship	$\beta$ -Value	STDEV	t-Value	p-Value	Result
H <sub>9</sub>	SP -> ER	0.145	0.041	3.510	0.000	Supported
H <sub>10</sub>	EP -> ER	0.065	0.056	1.156	0.124	Not Supported
H <sub>11</sub>	JS -> ER	0.053	0.061	0.862	0.194	Not Supported
H <sub>12</sub>	Co -> ER	0.204	0.063	3.218	0.001	Supported
H <sub>13</sub>	CB -> ER	0.176	0.045	3.876	0.000	Supported
H <sub>14</sub>	EE -> ER	0.108	0.049	2.186	0.014	Supported
H <sub>15</sub>	Mo -> ER	0.176	0.068	2.600	0.005	Supported
H <sub>16</sub>	Tr -> ER	0.050	0.058	0.858	0.195	Not Supported

This comprehensive path analysis underscores which professional development factors significantly influence employee outcomes, particularly employee retention. It provides empirical validation for the structural relationships hypothesized in the conceptual framework.

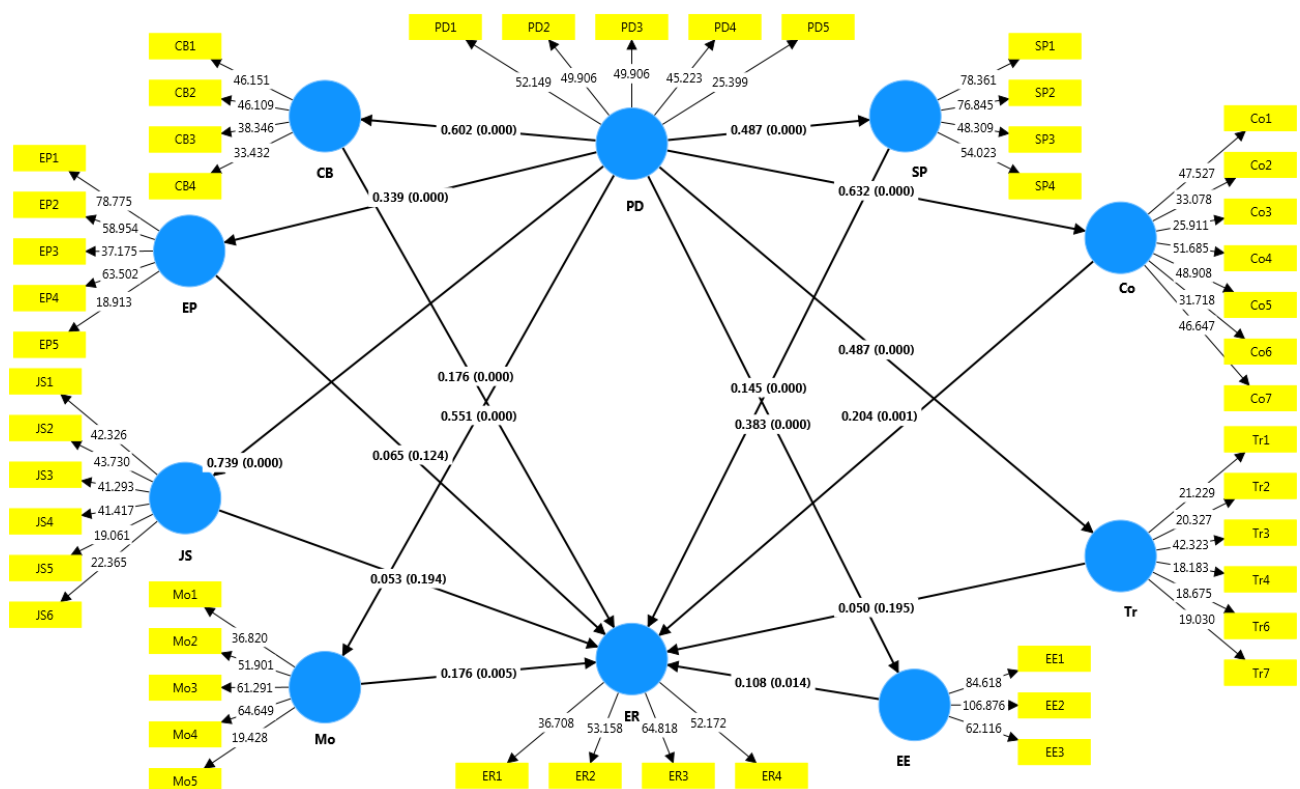


Figure 4.6: Bootstrapping (t-value) model

## 4.5 ANOVA

Due to the non-normal distribution of the dataset, the analysis was carried out using nonparametric statistical techniques. To explore differences based on gender, the Mann-Whitney U test was employed, serving as a suitable substitute for the Independent Samples t-test in such contexts. For examining group differences across variables such as age, marital status, education, occupation, and income, the Kruskal-Wallis test was applied in place of the traditional ANOVA. These nonparametric approaches were instrumental in handling the data's distributional irregularities, allowing for reliable and interpretable results.

- H17a: There is a significant impact of different gender on Employee Retention (ER) in UAE's healthcare organizations.
- H17b: There is a significant impact of different age groups on Employee Retention (ER) in UAE's healthcare organizations.
- H17c: There is a significant impact of income level on Employee Retention (ER) in UAE's healthcare organizations.
- H17d: There is a significant impact of marital status on Employee Retention (ER) in UAE's healthcare organizations.

### *4.5.1 Gender of Respondents and Employee Retention*

To assess whether there are significant differences in Customer Lifetime Value (CLV) between male and female respondents, the Mann-Whitney U test was conducted.

The analysis revealed no significant differences in ER between male and female respondents. Females had a mean rank of 352, while males had a mean rank of 198. The Mann-Whitney U value was 32,527.000, with a p-value of 0.168, which is greater than the significance level of 0.05. Thus, the hypothesis (H17a) that gender significantly impacts ER is not supported.

#### **Table 4.27: Gender Analytical Results**

<i>Gender</i>	<i>N</i>	<i>Mann-Whitney U</i>	<i>Significance</i>	<i>Decision</i>
<i>Female</i>	352	32527.000	0.168	Unsupported
<i>Male</i>	198			

\*Significance level is 0.05

#### ***4.5.2 Age of Respondents and Employee Retention***

To examine significant differences in Customer Lifetime Value (CLV) across different age groups of respondents, the Kruskal-Wallis H test was utilized.

The analysis showed no significant differences in ER across the five age groups: 18-25 years (n = 57), 26-35 years (n = 168), 36-45 years (n = 127), 46-55 years (n = 82), and 56 years and above (n = 116). The Kruskal-Wallis H value was 3.319, with a p-value of 0.506, which is greater than the significance level of 0.05. Therefore, the hypothesis (H17b) that age significantly impacts ER is not supported.

**Table 4.28: Age Level Analytical Results**

<i>Age level</i>	<i>N</i>	<i>Kruskal-Wallis H</i>	<i>Asymp. Significance</i>	<i>Decision</i>
<i>18 to 25 years</i>	57	3.319	0.506	Unsupported
<i>26 to 35 years</i>	168			
<i>36 to 45 years</i>	127			
<i>46 to 55 years</i>	82			
<i>56 years and above</i>	116			

\*Significance level is 0.05

#### ***4.5.3 Income Level of Respondents and Employee Retention***

To assess significant differences in Customer Lifetime Value (CLV) across various income levels of respondents, the Kruskal-Wallis H test was applied.

The results indicated no significant differences in ER across the five income groups: less than 10,000 (n = 71), 10,001-20,000 (n = 38), 20,001-30,000 (n = 70), 30,001-40,000 (n = 131), and 40,001 and above (n = 240). The Kruskal-Wallis H value was 7.136, with a p-value of 0.129, exceeding the significance level of 0.05. Consequently, the hypothesis (H17c) that income level significantly impacts ER is not supported.

**Table 4.29: Income Level Analytical Results**

<i>Income level (AED)</i>	<i>N</i>	<i>Kruskal-Wallis H</i>	<i>Asymp. Significance</i>	<i>Decision</i>
<i>less than 10000</i>	<i>71</i>	<i>7.136</i>	<i>0.129</i>	<i>Unsupported</i>
<i>10001-20000</i>	<i>38</i>			
<i>20001-30000</i>	<i>70</i>			
<i>30001-40000</i>	<i>131</i>			
<i>40001 and above</i>	<i>240</i>			

*\*Significance level is 0.05*

#### **4.5.4 Marital Status and Employee Retention**

To examine the effect of marital status on Customer Lifetime Value (CLV), the Kruskal-Wallis H test was conducted.

The marital status categories analyzed were: Unmarried (n = 146), Married/Engaged (n = 398), and Divorced/Widowed/Separated (n = 6). The Kruskal-Wallis H value was 2.154, with a p-value of 0.341, which is above the significance level of 0.05. This indicates no significant

differences in ER based on marital status. Therefore, the hypothesis (H17d) that marital status significantly impacts ER is not supported.

**Table 4.30: Marital Status Analytical Results**

<i>Age level</i>	<i>N</i>	<i>Kruskal-Wallis H</i>	<i>Asymp. Significance</i>	<i>Decision</i>
<i>Unmarried</i>	<i>146</i>	<i>2.154</i>	<i>0.341</i>	<i>Unsupported</i>
<i>Married/Engaged</i>	<i>398</i>			
<i>Divorced/Widowed/Separated</i>	<i>6</i>			

*\*Significance level is 0.05*

### **Conclusion**

In conclusion, this chapter offered a detailed analysis of the factors influencing Employee Retention (ER) in UAE's healthcare sector, integrating demographic profiles, descriptive statistics, and hypothesis testing through advanced statistical techniques. While demographic factors such as gender, age, income, and marital status showed no significant impact on ER, the structural equation modeling (SEM) analysis confirmed the critical role of Professional Development Interventions (PDI) in enhancing ER, mediated by variables like Succession Planning, Employee Engagement, Motivation, and Organizational Commitment. These findings emphasize the importance of strategic organizational practices in fostering a committed and resilient workforce, providing valuable insights for both academic research and practical applications in healthcare talent management.

Chapter 5

Discussion and  
Implications

## **5.1. Interpretation of Findings**

The discussion chapter synthesizes the findings of the study, analyzing the relationships between the key variables and their implications. It begins by addressing the role of Professional Development Interventions (PDIs) on various employee-related outcomes, such as Succession Planning (SP), Employee Productivity (EP), Job Security (JS), Organizational Commitment (Co), Compensation Benefits (CB), Employee Engagement (EE), Motivation (Mo), and Trust towards the Organization (Tr). The significant positive impacts of PDIs highlight their central role in enhancing employee performance, fostering trust, and aligning individual growth with organizational goals.

Additionally, the chapter explores the influence of employee-related outcomes on Employee Retention (ER), establishing critical connections between variables such as Succession Planning, Motivation, and Organizational Commitment with retention. It also identifies areas where expected relationships, such as those involving Job Security, Trust, and Productivity, did not yield significant results, suggesting that retention is influenced by broader organizational and personal factors.

The analysis further examines the role of socio-demographic factors, such as gender, age, income, and marital status, on Employee Retention. The findings reveal no significant differences across these categories, emphasizing the universality of retention strategies and the need to focus on overarching organizational factors rather than demographic distinctions.

The chapter concludes by discussing the theoretical and managerial implications of the findings. It highlights how the results contribute to existing literature and offers practical insights for organizations aiming to enhance employee outcomes and retention through targeted strategies and policies.

## **5.1 Role of Professional Development Interventions on Employee Related Outcomes**

***H1: There is a significant impact of Professional Development Interventions (PDI) on Succession Planning (SP) in healthcare organizations.***

The findings ( $\beta = 0.487$ ,  $t = 11.935$ ,  $p = 0.000$ ) indicate a robust and statistically significant positive relationship between Professional Development Interventions (PDI) and Succession Planning (SP), supporting H1. Aligning with the prior studies of (Bazneshini et al., 2024; Saleem, 2023; Tatoglu et al., 2008), this outcome underscores the pivotal role of PDIs in fostering a structured approach to preparing individuals for leadership roles and ensuring organizational sustainability. PDIs are specifically designed to bridge skill and competency gaps, equipping employees with the necessary tools to excel in future leadership roles (Noesgaard, 2016). This directly aligns with the goals of SP by creating a robust pipeline of capable leaders. Moreover, employees who participate in PDIs often exhibit higher organizational commitment and stronger alignment with corporate values. This loyalty and shared vision facilitate smoother leadership transitions and reduce disruptions during succession (Littleton, 2023).

Effective PDIs also strategically integrate organizational objectives with individual development plans, providing a tailored approach to succession readiness. This strategic alignment, reflected in the strong  $\beta$ -value, ensures leadership continuity while fostering organizational stability (Mello, 2015; Pounds-Adams, 2022). Additionally, through continuous learning and skill enhancement, PDIs promote positive behavioral outcomes, such as adaptability and sound decision-making—traits that are essential for leadership success. The empirical strength of the relationship, demonstrated by the high  $t$ -value and statistically significant  $p$ -value, confirms that PDIs are not merely supportive measures but pivotal components in ensuring effective SP (Mihir & Padma, 2024). These findings emphasize the

necessity for organizations to invest in PDIs as a cornerstone of their succession planning strategy.

So, therefore, organizations should prioritize investment in PDIs as a foundational component of succession planning strategies. By doing so, they can ensure a robust talent pipeline capable of meeting future leadership demands while simultaneously boosting employee morale and organizational performance.

***H2: Professional Development Interventions (PDI) have a significant impact on Employee Productivity (EP) in healthcare organizations.***

The findings ( $\beta = 0.339$ ,  $t = 7.542$ ,  $p = 0.000$ ) confirm a positive and significant relationship between Professional Development Interventions (PDI) and Employee Productivity (EP), thereby providing strong support for H2. This result which are in line with previous studies of (G. Blau et al., 2008; Hamre et al., 2017) highlights the integral role of PDIs in enhancing individual and organizational performance by fostering a more skilled, engaged, and adaptive workforce. PDIs are instrumental in developing employees' technical and professional skills, enabling them to perform their tasks more efficiently by reducing errors, improving work quality, and accelerating task completion. Furthermore, participation in PDIs signals an organization's commitment to employee growth, fostering a sense of value and belonging that translates into increased motivation and engagement—both of which are key drivers of productivity (Rawashdeh & Tamimi, 2020; Wassan & Kalwar, 2024).

By equipping employees with relevant knowledge and competencies, PDIs ensure their performance aligns closely with organizational goals, enhancing their ability to contribute effectively to their roles. Additionally, continuous learning through PDIs cultivates adaptability, allowing employees to navigate technological advancements, market shifts, and evolving job demands (Field et al., 2014; Salas et al., 2012). This adaptability not only sustains but enhances productivity by fostering innovation and process optimization. Moreover, PDIs

provide psychological empowerment by building confidence and job satisfaction, which encourages proactive behavior and a readiness to tackle complex tasks. The empirical evidence, reflected in the significant t-value and low p-value, confirms the reliability of this relationship. While the moderate  $\beta$ -value highlights that PDI is a crucial factor influencing productivity, it also suggests its impact is part of a broader ecosystem of organizational enablers. This finding underscores the strategic importance of PDIs in fostering a skilled, engaged, and high-performing workforce (Aiken et al., 2002; El-Jardali et al., 2013; Hang et al., 2024).

Thus, organizations should view PDIs as a strategic investment to drive employee productivity. By continuously developing employees' skills and enhancing their adaptability, organizations can achieve sustained performance improvements. This finding emphasizes the importance of embedding PDIs into workforce management strategies to maximize both individual and organizational outcomes.

***H3: There is a significant impact of Professional Development Interventions (PDI) on Job Security (JS) in healthcare organizations.***

The results ( $\beta = 0.739$ ,  $t = 22.626$ ,  $p = 0.000$ ) reveal a very strong and statistically significant positive relationship between Professional Development Interventions (PDI) and Job Security (JS), providing robust support for H3. This underscores the critical role of PDIs in fostering a sense of stability and confidence among employees regarding their positions within the organization (Dhanpat et al., 2019; Pillai et al., 2021).

By equipping employees with updated skills and knowledge, PDIs ensure their relevance in a rapidly evolving workplace. This reduces anxiety about redundancy or replacement, as employees feel well-prepared to meet current and future job demands. Furthermore, participation in PDIs enhances employees' value to the organization, as their improved capabilities make them indispensable and more likely to be entrusted with critical

responsibilities (Hannawi & Salmi, 2014). This recognition significantly contributes to a strong sense of job stability (Baquero, 2022).

PDI also align employees with the organization's evolving goals and expectations, enabling them to contribute more effectively to its success. This alignment reinforces their sense of being integral to the company's future, thereby strengthening their perception of job security (Joshua et al., 2021). Additionally, the confidence and psychological assurance gained from PDIs empower employees to handle professional challenges, further reinforcing their stability in their roles. Organizations that provide PDIs often create clear pathways for career advancement, signaling a long-term commitment to their employees' growth and fostering an enhanced sense of security.

The empirical evidence supports these observations, with the exceptionally high  $\beta$ -value (0.739) indicating a strong and direct influence of PDIs on job security. The significant t-value (22.626) and p-value (0.000) validate the reliability and robustness of this relationship. These findings highlight that PDIs are not merely developmental tools but essential drivers of employees' trust in their job stability and long-term prospects within the organization (Aristayudha et al., 2021; Platania et al., 2022; Tsujita, 2018).

Thus, the findings emphasize the necessity for organizations to integrate PDIs as a key component of their talent management strategy. By investing in employee development, organizations can foster a workforce that feels confident, valued, and secure, leading to higher engagement, lower turnover, and enhanced organizational loyalty. This result reinforces the importance of PDIs not only as a developmental tool but also as a means to strengthen employees' trust in their job security.

***H4: Professional Development Interventions (PDI) have a significant impact on Organizational Commitment (Co) in healthcare organizations.***

The findings ( $\beta = 0.632$ ,  $t = 13.497$ ,  $p = 0.000$ ) establish a significant and positive relationship between Professional Development Interventions (PDI) and Organizational Commitment (Co), strongly supporting H4. This result underscores the critical influence of PDIs in fostering stronger emotional, normative, and continuance commitment among employees toward their organization.

PDIs demonstrate an organization's investment in employee growth and career development, fostering trust and loyalty. Employees often reciprocate this support by exhibiting greater commitment to the organization (Hanaysha, 2016; Hart & Thompson, 2007). Additionally, PDIs align employees with organizational goals, values, and culture, creating a sense of belonging that reinforces their identification with the organization.

Participation in PDIs often leads to increased job satisfaction through enhanced skills and career growth opportunities. Satisfied employees are more likely to form an emotional attachment to their workplace, thereby strengthening their commitment (Al-Neyadi et al., 2018; Askary et al., 2014; Patole et al., 2024). Furthermore, PDIs provide employees with a clear path for professional advancement, encouraging them to view the organization as a long-term partner in their career progression. This fosters loyalty and retention. PDIs also empower employees by boosting their confidence and sense of contribution, instilling a psychological ownership that deepens their responsibility toward organizational success (Day & Gu, 2007; García-Moyano et al., 2019).

The empirical evidence underscores the critical influence of PDIs on fostering organizational loyalty and engagement. The strong  $\beta$ -value illustrates the significance of this relationship, while the high t-value and statistically significant p-value validate its robustness. These results highlight that PDIs are not only developmental tools but also strategic mechanisms for enhancing organizational commitment, making them an essential component of effective

human resource practices (Akturan et al., 2024; Astroth & Lindstrom, 2008; Cubelo et al., 2024; Khattab & Wong, 2019).

Therefore, the findings emphasize the strategic importance of integrating PDIs into organizational frameworks to enhance commitment. By actively supporting employee development, organizations can cultivate a workforce that is loyal, engaged, and aligned with corporate objectives. These results highlight the pivotal role of PDIs in strengthening organizational cohesion and ensuring long-term employee retention.

***H5: There is a significant impact of Professional Development Interventions (PDI) on Compensation Benefits (CB) in healthcare organizations.***

The findings ( $\beta = 0.602$ ,  $t = 11.601$ ,  $p = 0.000$ ) establish a significant and positive relationship between Professional Development Interventions (PDI) and Compensation Benefits (CB), strongly supporting H5. These results highlight the integral role of PDIs in influencing employees' access to and perception of compensation benefits, reflecting their growing importance in modern organizational frameworks (Agba et al., 2021; Petersen et al., 2006); thus aligning with the findings of the prior research (Hollar et al., 2022; Solihah et al., 2021; Upadhyay, 2024).

PDIs equip employees with advanced skills and expertise, increasing their value to the organization. This enhanced market value often translates into improved compensation packages, as organizations strive to retain skilled and high-performing employees by offering competitive rewards (Witter et al., 2020). Additionally, participation in PDIs is frequently aligned with career progression opportunities. Employees advancing to higher roles as a result of PDIs often receive enhanced compensation, including promotions, performance bonuses, and additional perks. Moreover, organizations use PDIs as a tool to identify and reward talent, ensuring that employees who excel in these programs are recognized with tangible benefits (Alhajaj & Ahmad, 2024; Malik, 2023). The alignment of PDIs with performance metrics

further strengthens their impact on compensation. Employees who improve their competencies through PDIs often achieve better performance outcomes, qualifying for merit-based salary increases and other benefits.

Furthermore, investing in PDIs is a strategic approach to talent retention. Organizations often complement these initiatives with attractive compensation packages to ensure that skilled employees remain engaged and committed. The empirical evidence strongly supports these observations, with the  $\beta$ -value indicating a robust impact and the statistical significance of the t-value and p-value validating the reliability of this relationship. These findings emphasize that PDIs are not only developmental tools but also key enablers of improved compensation outcomes, making them essential for fostering a motivated, skilled, and loyal workforce (Alaklabi, 2024; W. Chen et al., 2024).

Thus, the findings underscore the dual benefits of PDIs, not only enhancing employee skills but also influencing their compensation outcomes. Organizations can leverage PDIs as a strategic tool to foster talent development and align it with competitive benefits, driving motivation, retention, and overall productivity. This result highlights the mutually reinforcing relationship between employee development and compensation, making PDIs a key component of effective human resource and reward management practices.

***H6: Professional Development Interventions (PDI) have a significant impact on Employee Engagement (EE) in healthcare organizations.***

The analysis ( $\beta = 0.383$ ,  $t = 5.905$ ,  $p = 0.000$ ) confirms a significant positive relationship between Professional Development Interventions (PDIs) and Employee Engagement (EE), providing strong support for H6. These findings highlight the essential role of PDIs in fostering higher levels of engagement among employees by addressing key aspects of their professional and psychological needs within the workplace (Al-Neyadi et al., 2018; Kurdi et al., 2023). PDIs equip employees with enhanced knowledge and skills, enabling them to perform their roles

more effectively. This development fosters confidence and a sense of accomplishment, both of which are essential drivers of engagement.

Employees who participate in PDIs often experience increased job satisfaction due to opportunities for learning, career advancement, and personal growth. This satisfaction translates into higher engagement levels, as employees feel valued and motivated to contribute to organizational success (Bani Melhem, 2017; Dandis et al., 2022). Additionally, PDIs align individual goals with the broader mission of the organization, fostering a sense of purpose and commitment. Employees who understand and connect with organizational priorities are more likely to exhibit higher engagement.

Recognition and support associated with participation in PDIs play a vital role in boosting employee motivation. When employees feel their efforts are valued, they are more likely to show self-driven motivation and take initiative—key elements of active engagement. Additionally, PDIs strengthen employees' emotional bond with their organization and roles, encouraging greater discretionary effort, which is a core aspect of engagement (Aleo et al., 2024; Sunsoa et al., 2024).

The data supports this connection, with a moderately strong  $\beta$ -value and statistically significant  $t$  and  $p$ -values confirming the relationship's reliability. These results position PDIs not merely as training tools but as strategic assets for building a deeply engaged and committed workforce. Thus, PDIs serve not only to improve skills but also to drive engagement by promoting professional development, job satisfaction, and alignment with organizational goals. Investing in PDIs can help organizations develop a dedicated, high-performing workforce that contributes meaningfully to long-term success (García-Moyano et al., 2019).

***H7: There is a significant impact of Professional Development Interventions (PDI) on Motivation (Mo) in healthcare organizations.***

The results ( $\beta = 0.551$ ,  $t = 12.787$ ,  $p = 0.000$ ) demonstrate a significant positive impact of Professional Development Interventions (PDIs) on Motivation (Mo), strongly supporting H7. These findings underscore the critical role that PDIs play in driving employee motivation by providing opportunities for skill development, career progression, and increased recognition (Iyanda Ismail et al., 2024; Zhu et al., 2022). PDIs empower employees by enhancing both their technical and soft skills, thereby increasing their competence in performing tasks. As employees grow more proficient, their sense of self-efficacy improves, which is directly linked to higher motivation levels. The personal achievement and growth that come from skill enhancement drive employees to maintain or increase their efforts in the workplace (El Najm, 2020; Rahma et al., 2020).

Additionally, PDIs are often tied to career advancement opportunities. By providing employees with a clearer path to promotions and professional development, PDIs act as a significant motivator, encouraging employees to engage more actively in their roles. The prospect of upward mobility reinforces the idea that their efforts will be rewarded with better career opportunities (A. Alahbabi et al., 2021; Borg, 2018). Furthermore, PDIs foster increased recognition, as employees who participate in such interventions feel valued by the organization for their commitment to improvement. This recognition serves to boost motivation by reinforcing the significance of their contributions, leading employees to remain engaged and motivated to perform at their best (Torre et al., 2024).

PDIs help align employees' personal career goals with the strategic objectives of the organization. This alignment creates a sense of purpose, enabling employees to see how their individual growth contributes to the broader organizational success (García-Moyano et al., 2019; Stanojevic et al., 2024). Such alignment fosters a deeper sense of motivation, encouraging employees to put forth greater effort to achieve both personal and organizational goals.

The empirical evidence provided by the substantial  $\beta$ -value (0.551) and the high t-value (12.787), coupled with the p-value (0.000), validates the strength and reliability of this relationship. These results affirm that PDIs are a critical factor in boosting employee motivation and highlight their importance as a strategic tool for enhancing employee engagement, productivity, and overall organizational success (W. Chen et al., 2024; Torre et al., 2024).

Hence, the findings emphasize the significant role of PDIs in enhancing employee motivation. By providing opportunities for skill development, career advancement, and recognition, PDIs not only contribute to individual growth but also act as key motivators that drive employees to perform at their best. These results suggest that PDIs are an essential element in building a motivated workforce, which is crucial for organizational success and competitiveness.

***H8: Professional Development Interventions (PDI) significantly influence Trust towards the Organization (Tr) in healthcare organizations.***

The results ( $\beta = 0.487$ ,  $t = 7.783$ ,  $p = 0.000$ ) demonstrate a significant positive relationship between Professional Development Interventions (PDIs) and Trust towards the Organization (Tr), strongly supporting H8. This indicates that PDIs are a key driver in fostering trust among employees towards their organization (Marchington et al., 2016; Zavala-Calahorrano et al., 2021). PDIs serve as a clear signal of an organization's commitment to the growth and development of its employees. When employees perceive that the organization is actively investing in their learning and career progression, it strengthens their trust in the organization's intentions and future stability (Jabnoun & Juma AL Rasasi, 2005; Michie & West, 2004). This investment in their professional future fosters a sense of security and value, deepening their trust in the organization's long-term commitment to their well-being and success.

Moreover, PDIs often operate on a meritocratic basis, with employees selected for participation based on performance, potential, or career aspirations. This transparency in the allocation of development opportunities ensures that employees view the process as fair and just, which, in

turn, enhances trust in organizational leadership (Alsarhan & Valax, 2021; El Najm, 2020). When employees believe that opportunities for advancement are available to all, based on merit, trust in the organization's leadership and policies is reinforced. Furthermore, PDIs foster increased communication and engagement between employees and management. By providing direct avenues for employees to discuss their career goals, progress, and development needs, PDIs facilitate open communication, which fosters a sense of inclusion and makes employees feel heard and valued (Dogan et al., 2024). This enhanced communication helps align employees with the organization's objectives and values, further cultivating trust in the leadership.

A culture that promotes transparency, fairness, and mutual respect between employees and the organization naturally leads to stronger trust. Employees who experience such a supportive and growth-oriented environment are more likely to see the organization as genuinely invested in their success, thereby deepening their trust. Finally, PDIs also provide employees with a sense of job security (Wu et al., 2024). Knowing that they are being equipped with the tools and skills necessary for future roles, employees feel more secure in their positions. This sense of support and development fosters greater trust in the organization's stability and its commitment to their long-term career growth.

The empirical evidence further reinforces these findings. The significant  $\beta$ -value (0.487), coupled with the high t-value (7.783) and the low p-value (0.000), underscores the robustness and reliability of this relationship. These results validate that PDIs are a powerful mechanism for enhancing trust between employees and the organization, contributing to a more engaged, loyal, and motivated workforce (Efimov et al., 2024; Pham, 2024).

Hence, the significant relationship between PDIs and Trust towards the Organization underscores the importance of employee development programs in building a foundation of trust. By investing in PDIs, organizations demonstrate their commitment to employee growth,

transparency, and fair treatment, all of which contribute to increased trust among employees. This trust is essential for fostering a positive organizational environment and ensuring long-term employee engagement and organizational success.

## **5.2 Role of Employee Related Outcomes on Employee Retention in healthcare organizations**

***H9: There is a significant impact of Succession Planning (SP) on Employee Retention (ER) in healthcare organizations.***

The result supporting Hypothesis 9 (H9) — that Succession Planning (SP) significantly impacts Employee Retention (ER) — suggests a positive relationship between these two variables. Specifically, the findings ( $\beta = 0.145$ ,  $t = 3.510$ ,  $p = 0.000$ ) show a significant effect of SP on ER, with a high level of statistical significance ( $p\text{-value} < 0.01$ ), reinforcing the validity of the result.

Succession planning plays a pivotal role in ensuring that organizations can identify and develop internal talent to fill key leadership roles in the future (Berns & Klarner, 2017; VanVactor, 2015). Employees who perceive clear opportunities for career advancement within their organization are more likely to feel loyal and engaged, as they recognize the organization's commitment to their long-term professional development (Bani Melhem, 2017). This aligns with established theories of employee motivation and organizational commitment, which suggest that career growth opportunities are crucial determinants of job satisfaction and retention.

Moreover, the positive effect of SP on ER underscores the critical importance of providing employees with defined career paths and growth opportunities. When succession planning is implemented effectively, employees are more likely to feel valued and invested in the organization's success, knowing that they are being prepared for future leadership roles (Alhashmi, 2024). This sense of purpose, along with alignment between personal and

organizational goals, can significantly enhance job satisfaction, ultimately leading to improved employee retention.

Additionally, organizations that prioritize succession planning are better positioned to manage talent and reduce turnover rates. By fostering internal mobility and facilitating career development, succession planning helps to minimize the high costs associated with recruiting, onboarding, and training new employees. This result reinforces the view that succession planning is not only beneficial for the professional growth of employees but also essential for organizational sustainability, contributing to both individual career satisfaction and overall employee retention (Chang & Besel, 2021; Dhir et al., 2020). Finally, the statistical significance of the effect ( $\beta = 0.145$ ,  $t = 3.510$ ,  $p = 0.000$ ) suggests a robust relationship between SP and ER. While other factors may also contribute to retention, the positive and significant effect of SP demonstrates that organizations investing in succession planning send a strong signal to employees that they are valued. This, in turn, fosters long-term engagement and loyalty, reducing the likelihood of turnover, particularly among high-potential employees (Coffie et al., 2024). Overall, the findings underscore the strategic value of succession planning in promoting employee retention and enhancing organizational stability.

Thus, these results underscore the importance of succession planning in enhancing employee retention. The significant positive effect found supports existing literature and emphasizes the strategic role of career development programs in fostering employee loyalty and commitment to the organization.

***H10: Employee Productivity (EP) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study indicate that Hypothesis 10 (H10), which posits that Employee Productivity (EP) significantly influences Employee Retention (ER), is not supported. Specifically, the findings ( $\beta = 0.065$ ,  $t = 1.156$ ,  $p = 0.124$ ) show that the relationship between

employee productivity and retention is not statistically significant, as the p-value exceeds the typical threshold of 0.05. This suggests that, based on the data collected, employee productivity does not have a direct or significant impact on the likelihood of employees remaining with the organization.

While employee productivity is a critical factor in organizational success, it may not necessarily be the most direct determinant of retention. The relationship between these two variables is more complex, as retention is influenced by a multitude of factors, including job satisfaction, organizational culture, career development opportunities, compensation, and leadership. The lack of a significant relationship between EP and ER in this study may indicate that, while productive employees contribute to the organization's overall success, their productivity alone may not be enough to influence their decision to stay with the organization (Mulyadi, 2020). Other factors, such as work-life balance, recognition, and organizational commitment, might play a more dominant role in retention decisions.

From a practical perspective, this finding suggests that organizations should not assume that increased employee productivity automatically leads to improved retention. While high productivity is undoubtedly valuable, organizations need to focus on other factors that enhance employee engagement, satisfaction, and loyalty. For example, investing in employee development, providing clear career advancement paths, ensuring competitive compensation, and fostering a positive work environment may have a more direct impact on retention than productivity alone. It is possible that employees may be highly productive but still leave the organization if other aspects of their work experience, such as job satisfaction or career growth, are lacking (D.M.D.S.D. Dissanayake & H.P.T.N. Silva, 2024).

Further, there can be several potential reasons why employee productivity did not show a significant effect on retention in this study. First, productivity could be seen as a short-term performance metric, whereas retention is typically influenced by long-term factors such as

organizational culture and job satisfaction. Employees may feel productive and effective in their roles, but if they do not feel a sense of belonging, purpose, or opportunities for career progression, they may still seek opportunities elsewhere. Additionally, in some cases, high productivity could even lead to burnout or job dissatisfaction, which might negatively influence retention. Employees who are constantly under pressure to perform at high levels may feel overburdened, leading to stress and a greater likelihood of turnover.

Thus, the findings suggest that while employee productivity is essential to organizational performance, it does not have a significant direct effect on employee retention in this study. This underscores the importance of focusing on a holistic approach to employee retention, where multiple factors, including work satisfaction, organizational culture, and career development opportunities, are considered alongside productivity.

***H11: Job Security (JS) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study indicate that Hypothesis 11 (H11), which posits that Job Security (JS) has a significant impact on Employee Retention (ER), is not supported. The findings ( $\beta = 0.053$ ,  $t = 0.862$ ,  $p = 0.194$ ) show that the relationship between job security and employee retention is not statistically significant, as the p-value exceeds the conventional threshold of 0.05. This suggests that, based on the data collected, job security does not appear to have a significant influence on whether employees choose to stay with the organization.

While job security is widely recognized as an important factor influencing employee satisfaction and organizational commitment, its direct relationship with employee retention may not be as strong or as immediate as initially expected (Vasudevan et al., 2024). Retention is a multifaceted issue influenced by a variety of factors, including job satisfaction, career growth opportunities, compensation, organizational culture, and leadership. In this study, it is possible that these other factors may have had a more prominent effect on retention than job

security. For instance, employees who feel supported, recognized, and aligned with the organization's goals may be more likely to stay, even in the absence of perfect job security. In contrast, a lack of job security may be less influential if employees perceive other aspects of their job or organizational environment as more fulfilling.

From a practical perspective, this finding suggests that organizations may need to consider broader aspects of the employee experience, rather than focusing solely on job security, to enhance retention. While job security can certainly contribute to employee well-being and loyalty, other factors such as career development, compensation, work-life balance, and organizational culture might be more influential in retaining employees (Nasir & Mahmood, 2016). For example, employees who feel valued and supported in their roles may be less likely to leave, even if there is some uncertainty around job security. This highlights the need for organizations to adopt a comprehensive retention strategy that takes into account a range of factors that impact employee satisfaction and engagement.

Moreover, there may be several reasons why job security might not have shown a significant impact on retention in this study. One possibility is that employees may have grown accustomed to periods of uncertainty or change in the workforce, especially in industries where job security has become less stable over time. In such cases, employees may place greater value on intrinsic motivators—such as job satisfaction, career advancement, and organizational culture—rather than on job security itself. Additionally, employees might weigh job security against other priorities, such as the desire for personal growth, challenging work, or opportunities for advancement, which could have stronger effects on retention.

Another possible explanation that can be mentioned is that job security, while important, may not be perceived as a decisive factor in employees' decisions to leave or stay. For example, employees who feel that their work environment is stable and supportive, even if there are occasional concerns about job security, may still choose to remain with the organization

because of other positive factors such as camaraderie, meaningful work, or alignment with organizational values (Zeytinoglu et al., 2012). Thus, the results of this study suggest that job security does not have a significant direct impact on employee retention. This indicates that while job security is an important aspect of the employee experience, other factors—such as career development opportunities, organizational culture, and job satisfaction—may play a more substantial role in influencing retention decisions. Organizations seeking to improve employee retention should consider addressing a broader range of factors to create a more supportive and engaging work environment that goes beyond just ensuring job security.

***H12: Organizational Commitment (Co) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study provide strong support for Hypothesis 12 (H12), which posits that Organizational Commitment (Co) significantly influences Employee Retention (ER). The findings ( $\beta = 0.204$ ,  $t = 3.218$ ,  $p = 0.001$ ) demonstrate a significant positive effect, indicating that higher levels of organizational commitment are associated with greater employee retention. This result is consistent with well-established theories of organizational behavior, which emphasize the importance of organizational commitment as a key determinant of employee loyalty and retention (Issac, 2024; Stamps & Foley, 2023).

Organizational commitment is generally defined as the psychological attachment an employee feels towards their organization, which influences their willingness to remain in the organization for the long term. The positive relationship between organizational commitment and employee retention in this study supports the view that committed employees are more likely to stay with an organization, as they have a deeper emotional and psychological investment in its goals and values. Employees who are committed tend to identify more closely with the organization, perceive their work environment positively, and are motivated to

contribute to the organization's success, which in turn reduces their likelihood of leaving (Subramaniam et al., 2024).

From a practical perspective, organizations that foster strong levels of organizational commitment can benefit from reduced turnover and the associated costs of hiring and training new employees. Committed employees are typically more engaged, productive, and satisfied with their roles, leading to a more stable workforce. The positive effect of organizational commitment on employee retention, as shown by the findings, emphasizes the importance of creating a supportive work environment where employees feel valued, respected, and aligned with the organization's goals (Zhao et al., 2024). Such an environment can increase job satisfaction, reduce turnover intentions, and ultimately improve retention rates. The significant impact of organizational commitment on retention also suggests that strategies aimed at increasing employee engagement and fostering a sense of belonging and purpose within the organization are critical.

Providing employees with opportunities for growth, recognition, and alignment with organizational values can strengthen their commitment and make them more likely to stay. This aligns with previous research indicating that employees who are emotionally invested in their work and the organization are less likely to seek opportunities elsewhere (Gemedu et al., 2023; Shangze, 2024). Hence, the positive and significant effect of organizational commitment on employee retention confirms the critical role that commitment plays in ensuring employee loyalty and reducing turnover. These results suggest that organizations should prioritize initiatives that strengthen organizational commitment, as this not only enhances employee satisfaction and engagement but also contributes to long-term retention and organizational stability.

***H13: Compensation Benefits (CB) have a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study provide strong support for Hypothesis 13 (H13), which posits that Compensation Benefits (CB) significantly impact Employee Retention (ER). The findings ( $\beta = 0.176$ ,  $t = 3.876$ ,  $p = 0.000$ ) indicate a significant positive relationship, meaning that higher levels of compensation benefits are associated with greater employee retention. This result is consistent with existing literature that underscores the role of financial and non-financial rewards in influencing employee satisfaction and retention (Williams, 2024).

Compensation benefits are widely recognized as a fundamental element of the psychological contract between employees and employers. Employees are expected to receive fair compensation for the work they perform, and when they perceive that their compensation is competitive and equitable, they are more likely to feel valued and remain with the organization. In this study, the significant positive effect of CB on ER supports the idea that when employees receive attractive compensation packages, they are more likely to stay with the organization, as these benefits serve as an important motivator for long-term commitment and job satisfaction (AlJaberi et al., 2024). Further, from a practical standpoint, the relationship between compensation benefits and employee retention highlights the importance of offering competitive pay and benefits packages as a retention strategy. Organizations that invest in comprehensive compensation plans—such as competitive salaries, health benefits, retirement plans, and performance-based incentives—are more likely to retain talent and reduce turnover. These benefits not only serve to attract employees but also signal to existing staff that their contributions are appreciated and valued, fostering loyalty and a sense of financial security, which in turn encourages retention.

Compensation benefits play a critical role in employee satisfaction and motivation, both of which are closely linked to retention. When employees feel they are adequately compensated, they are more likely to experience higher job satisfaction, greater engagement, and stronger organizational commitment. Moreover, the provision of comprehensive benefits can improve

employees' work-life balance, reduce stress, and increase overall well-being, which enhances their overall job satisfaction and decreases the likelihood of leaving for other opportunities (Suprayitno, 2024). The significant relationship between compensation benefits and employee retention also highlights the economic rationale behind investing in employee compensation. High turnover is costly for organizations, not only due to direct recruitment and training expenses but also due to the disruption caused by losing experienced employees (Paul, 2024; Urme, 2023). By ensuring that compensation packages are competitive, organizations can reduce turnover and the associated costs, thus enhancing organizational stability and long-term success.

Therefore, the significant positive effect of compensation benefits on employee retention underscores the importance of offering competitive and attractive compensation packages to retain valuable employees. The findings suggest that organizations should prioritize compensation strategies that meet or exceed industry standards, as doing so not only enhances employee satisfaction and loyalty but also contributes to a more stable and productive workforce.

***H14: Employee Engagement (EE) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The analysis of this study offers compelling evidence in support of Hypothesis 14 (H14), which asserts that Employee Engagement (EE) has a meaningful influence on Employee Retention (ER). The statistical results ( $\beta = 0.108$ ,  $t = 2.186$ ,  $p = 0.014$ ) reveal a significant positive relationship, indicating that employees who are more engaged tend to stay longer with their organizations. This finding aligns with previous literature emphasizing the pivotal role of engagement in fostering loyalty, job contentment, and long-term organizational commitment (Nguyen & Ha, 2023).

Employee engagement encompasses the degree of enthusiasm, emotional involvement, and dedication an individual exhibits toward their job and the broader organization. Employees who are highly engaged typically display stronger motivation, greater performance, and a deeper connection to their roles. These attributes contribute to their willingness to remain with the organization, driven by a sense of purpose and alignment with organizational values. The positive correlation observed in this study reinforces the concept that engaged employees are more likely to continue their employment, as engagement fuels job satisfaction and a shared vision with organizational goals.

The study's outcomes highlight the strategic importance of cultivating a highly engaged workforce to reduce employee turnover. Engaged employees not only contribute more effectively through increased productivity and creativity but also demonstrate stronger organizational loyalty (Al Harbi, 2023; Qureshi et al., 2023). Companies that implement initiatives aimed at enhancing engagement—such as celebrating achievements, providing meaningful roles, offering career growth opportunities, and nurturing a supportive work environment—are better positioned to retain talent. The results of this research suggest that such engagement-oriented efforts can significantly reduce attrition rates and improve workforce stability.

Moreover, engagement is closely intertwined with job satisfaction and organizational commitment, both of which are key indicators of employee retention. When employees find their work meaningful, they are more satisfied and, consequently, more committed to the organization. This emotional and psychological attachment often discourages them from seeking external job opportunities. Organizations that actively promote engagement are likely to benefit from increased retention and enhanced overall performance. In addition, the financial advantages of retaining engaged employees are notable, as reducing turnover lessens the costs related to hiring, onboarding, and the loss of institutional knowledge (Dhandayuthapani &

Shalini, 2024; Faridullah & Srivastava, 2024). Engaged staff also tend to act as brand ambassadors, contributing to a strong workplace culture and attracting high-quality talent, which further bolsters organizational resilience and minimizes recruitment costs (K. Sathish & Nallawar Vamshi Krishna, 2024).

In conclusion, the findings clearly establish employee engagement as a critical determinant of retention. The significant impact of engagement on retaining employees highlights the need for organizations to implement targeted strategies that boost engagement—such as ensuring meaningful job roles, promoting a positive culture, and encouraging personal and professional development. By doing so, organizations not only improve retention but also build a committed, high-performing workforce that supports sustained organizational success.

***H15: Motivation (Mo) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study provide strong support for Hypothesis 15 (H15), which posits that Motivation (Mo) significantly impacts Employee Retention (ER). The findings ( $\beta = 0.176$ ,  $t = 2.600$ ,  $p = 0.005$ ) reveal a significant positive relationship, indicating that higher levels of employee motivation are associated with increased employee retention. This result is consistent with a large body of research that emphasizes the critical role of motivation in fostering job satisfaction, engagement, and long-term commitment to an organization (Zeng et al., 2022).

Motivation is a vital force behind employee behavior and decision-making regarding their tenure in an organization. Intrinsic factors such as achievement, recognition, and growth opportunities can enhance job satisfaction and deepen commitment. Motivated employees are typically more engaged, loyal, and productive, making them less inclined to leave their jobs (Muthuri et al., 2020). The evidence from this study reinforces that when employees feel motivated, they are more likely to stay because of their emotional and professional investment in their roles.

From a managerial perspective, fostering both intrinsic and extrinsic motivation—through career development, rewards, and value alignment—can enhance job satisfaction and reduce turnover. Motivated employees are emotionally invested, making them less likely to leave and more likely to contribute to long-term success (Salman et al., 2024; Valk & Yousif, 2023). Therefore, organizations that can sustain high levels of motivation among their employees will experience greater stability and lower turnover rates.

Additionally, the significant relationship between motivation and employee retention also has important implications for reducing turnover-related costs. High employee turnover incurs significant expenses related to recruitment, training, and lost productivity. By prioritizing motivation, organizations can reduce the frequency of turnover and the associated costs. Motivated employees are more likely to remain in their roles longer, thus enhancing organizational stability and minimizing the disruptive impact of turnover (Rajpurohit, 2024). Hence, the findings support the critical role of motivation in influencing employee retention. The positive relationship between motivation and retention highlights the need for organizations to invest in strategies that enhance both intrinsic and extrinsic motivation, such as offering career development opportunities, recognizing employee achievements, and fostering a supportive work environment (Shahid & Siddiqui, 2023; Smriti & Kumar, 2024). By doing so, organizations can improve job satisfaction, strengthen organizational commitment, and ultimately enhance employee retention, which contributes to long-term organizational success and reduced turnover costs.

***H16: Trust towards the Organization (Tr) has a significant impact on Employee Retention (ER) in healthcare organizations.***

The results of this study suggest that Hypothesis 16 (H16), which posits that Trust towards the Organization (Tr) significantly impacts Employee Retention (ER), is not supported. The findings ( $\beta = 0.050$ ,  $t = 0.858$ ,  $p = 0.195$ ) indicate that the relationship between trust in the

organization and employee retention is not statistically significant, as the p-value exceeds the conventional threshold of 0.05. This suggests that, in this context, trust in the organization does not have a direct or significant effect on whether employees choose to stay with the organization.

Trust is a crucial element in organizational behavior, often linked to employee satisfaction, commitment, and engagement. Theoretically, trust is expected to foster a sense of psychological safety, enhance communication, and improve the quality of relationships between employees and the organization. However, the lack of a significant relationship between trust and retention in this study may indicate that while trust is an important factor for overall job satisfaction, it does not necessarily play a decisive role in the decision to stay with an organization (Ivziku et al., 2024; Opare Darko et al., 2024). Retention is influenced by a range of factors, such as compensation, career development, work-life balance, and organizational culture, which may outweigh the impact of trust alone in driving employees' decisions to remain with the company.

Further, this result suggests that, while fostering trust is essential for building a positive organizational culture, trust in the organization may not be as strong a driver of employee retention as other factors (Prilian & Situmorang, 2024). Organizations should recognize the importance of trust in employee engagement and overall organizational health, but they should not rely solely on trust-building initiatives as a strategy to retain employees. In fact, employees may trust the organization but still leave for reasons such as better compensation, advancement opportunities, or a better work-life balance elsewhere. This implies that organizations need to take a more holistic approach to retention, addressing multiple factors simultaneously to create an environment where employees feel both valued and motivated to stay.

There can be several potential explanations for why trust towards the organization did not show a significant relationship with employee retention in this study. One possibility is that other

more immediate or tangible factors, such as compensation, job security, or career growth opportunities, may be more influential in retention decisions. Employees who feel they are not advancing in their careers or receiving adequate recognition may be more likely to leave, regardless of their level of trust in the organization. Another explanation could be that trust in the organization is already high, particularly in organizations where trust has been well-established. In such cases, further increases in trust may not significantly influence employees' decisions to stay, especially if they are satisfied with other aspects of their employment. Additionally, employees may place greater emphasis on short-term factors, such as immediate career growth opportunities or work-life balance, rather than long-term trust in the organization. As a result, while trust may contribute to job satisfaction, it might not be enough on its own to ensure retention if employees are primarily seeking more immediate rewards or advancements (Alkandari et al., 2023). Furthermore, the relationship between trust and retention may be influenced by moderating factors such as a supportive work culture or leadership that prioritizes employee development. If these factors were not adequately captured in the study, the effect of trust on retention might appear weaker when examined in isolation. Thus, the findings from this study suggest that trust in the organization does not have a significant direct effect on employee retention. While trust is undoubtedly important for creating a positive work environment, it may not be the primary factor driving employees' decisions to stay with the organization. This result underscores the need for organizations to focus on a comprehensive retention strategy that incorporates not only trust-building initiatives but also other critical factors such as career development opportunities, competitive compensation, and a positive organizational culture. By addressing multiple dimensions of the employee experience, organizations can improve retention and create a more engaged and loyal workforce.

### **5.3 Role of Socio-demographic variables on Employee Retention in UAE's healthcare organizations**

*H17a: There is a significant impact of different genders on Employee Retention (ER) in UAE's healthcare organizations.*

The analysis indicates that there are no significant differences in Employee Retention (ER) between male and female respondents, as evidenced by the p-value of 0.168, which exceeds the standard significance level of 0.05. This finding suggests that gender does not have a statistically significant impact on employee retention within the context of this study.

Although females had a higher mean rank (352) compared to males (198), the Mann-Whitney U value of 32,527.000 and the corresponding p-value of 0.168 demonstrate that the observed difference in ranks is not large enough to achieve statistical significance. This implies that other factors beyond gender may have a more substantial effect on employee retention, and that gender, in this particular context, does not appear to be a determining factor in influencing an employee's decision to remain with the organization (Milovanska-Farrington, 2023; Subedi et al., 2023).

This lack of significant difference may also reflect the broader trends in modern organizations where both men and women experience similar opportunities for growth, development, and organizational commitment. Additionally, it suggests that factors such as organizational culture, job satisfaction, career advancement, or work-life balance might play a more influential role in retention than gender itself (Alam et al., 2024).

In conclusion, the findings of this study indicate that gender does not significantly impact employee retention, highlighting the need to explore other variables that could more effectively explain retention behaviors within the organization. This result supports the notion that retention strategies should focus on universal factors that apply across gender lines rather than those based on gender differences.

***H17b: There is a significant impact of different age groups on Employee Retention (ER) in UAE's healthcare organizations.***

The analysis reveals that there are no significant differences in Employee Retention (ER) across the five age groups (18-25 years, 26-35 years, 36-45 years, 46-55 years, and 56 years and above), as indicated by the Kruskal-Wallis H value of 3.319 and the p-value of 0.506, which exceeds the significance level of 0.05. These results suggest that age does not significantly impact employee retention within the context of this study.

Despite the varying age groups, the lack of significant differences indicates that employees across different age ranges exhibit similar levels of retention. This may imply that factors other than age, such as job satisfaction, career development opportunities, organizational culture, or leadership quality, play a more prominent role in influencing retention decisions (GOMATHY, 2023; D. M. Sharma et al., 2022). It is also possible that the organizations included in this study have policies and practices in place that effectively address the needs of employees across age groups, ensuring that retention is not significantly affected by age alone.

Additionally, the results could reflect the changing dynamics of the workforce, where age-related differences in retention are becoming less pronounced due to factors such as generational shifts in career expectations, work-life balance priorities, and evolving organizational structures (Das & Baruah, 2013). Younger employees may value career growth and flexibility, while older employees may prioritize job stability and benefits, but both groups may find similar satisfaction in their work environments, leading to similar retention outcomes. In conclusion, the findings suggest that age is not a significant determinant of employee retention, reinforcing the importance of focusing on other, more impactful factors when designing retention strategies.

***H17c: There is a significant impact of income level on Employee Retention (ER) in UAE's healthcare organizations.***

The analysis, based on the Kruskal-Wallis H test, found no significant differences in Employee Retention (ER) across the five income groups (less than 10,000, 10,001-20,000, 20,001-35,000, 35,001-50,000, and 50,000 and above), with a Kruskal-Wallis H value of 7.136 and a p-value of 0.129, which exceeds the significance threshold of 0.05. Therefore, the hypothesis (H17c) that income level significantly impacts ER is not supported by the data.

These results suggest that income level does not play a significant role in influencing employee retention. While one might expect that higher income levels could correlate with increased job satisfaction and, therefore, greater retention, the findings imply that other factors may have a more substantial impact on retention decisions (Kanapathipillai et al., 2024). For instance, factors such as job satisfaction, career growth opportunities, organizational culture, and work-life balance might outweigh the influence of income on an employee's decision to remain with an organization.

Additionally, employees across all income levels might prioritize non-financial aspects of their jobs, such as job security, career development, and organizational values, over their earnings. This is especially relevant in the context of contemporary work environments, where employees are increasingly valuing aspects such as professional growth, job fulfillment, and workplace culture (Kumar et al., 2024).

In conclusion, the results suggest that income, within the ranges studied, is not a significant determinant of employee retention, highlighting the importance of focusing on a broader set of organizational and individual factors to understand and improve retention rates.

***H17d: There is a significant impact of marital status on Employee Retention (ER) in UAE's healthcare organizations.***

The analysis, based on the Kruskal-Wallis H test, indicated no significant differences in Employee Retention (ER) across the three marital status categories—Unmarried, Married/Engaged, and Divorced/Widowed/Separated—with a Kruskal-Wallis H value of 2.154

and a p-value of 0.341, which is greater than the significance threshold of 0.05. As a result, the hypothesis (H17d) that marital status significantly impacts ER is not supported by the data.

These findings suggest that marital status, in this context, does not have a substantial effect on an employee's likelihood to remain with an organization. While one might expect that factors such as family responsibilities, marital stability, or personal circumstances could influence job retention, the results imply that such factors do not have a significant impact on employees' decisions to stay with their current employer (Nasir & Mahmood, 2016).

It is important to consider that marital status might not be as influential in retention decisions as other personal or professional factors such as career development, organizational support, job satisfaction, and work-life balance. Employees, regardless of marital status, may prioritize these work-related factors over personal circumstances when making decisions about their employment (Subedi et al., 2023).

Additionally, the relatively small number of respondents in the Divorced/Widowed/Separated category ( $n = 6$ ) may have limited the statistical power of the test, potentially masking any subtle differences that could exist in a larger or more evenly distributed sample. However, based on the current analysis, marital status does not appear to significantly influence employee retention within the groups studied.

In conclusion, the results suggest that marital status does not play a critical role in employee retention, highlighting the importance of focusing on other more impactful organizational and personal factors to improve retention strategies.

## **5.4 Implications of the Study**

### *5.4.1 Theoretical Implications*

The findings of this study can be comprehensively understood through the integration of Social Exchange Theory (SET), Human Capital Theory (HCT), and the Job Demands-Resources (JD-R) Model. Each of these theoretical frameworks provides unique insights into how Professional

Development Interventions (PDIs) impact employee outcomes and organizational sustainability.

- ***Social Exchange Theory (SET)***

SET emphasizes the reciprocal nature of relationships within organizations, where actions that demonstrate trust, support, and recognition foster mutual commitment between employees and employers. The study's results highlight that PDIs are perceived by employees as organizational investments in their growth and well-being, reinforcing the psychological contract. For example, the strong impact of PDIs on employee motivation, engagement, and organizational commitment aligns with SET, as employees reciprocate such developmental opportunities with increased loyalty and reduced turnover.

The study further demonstrates how PDIs strengthen trust towards the organization, as employees view these interventions as signs of fairness and respect. This perception creates a reinforcing cycle, as trust and loyalty drive higher retention rates, in line with SET's proposition of a mutually beneficial exchange. By fostering a culture of support through PDIs, organizations can solidify their long-term sustainability through stronger employee-employer relationships.

- ***Human Capital Theory (HCT)***

HCT underscores the value of investing in employee training and development, treating employees as valuable assets whose competencies directly influence organizational outcomes. The findings of this study align with HCT by demonstrating the significant role of PDIs in enhancing succession planning, productivity, and compensation benefits. Employees equipped with advanced skills and knowledge through PDIs are better prepared to contribute effectively to organizational objectives, enhancing their market value and perceived job security.

Additionally, the study shows that career development opportunities offered through PDIs result in higher retention rates, as employees who perceive pathways for personal and

professional growth are more likely to remain loyal to the organization. These findings resonate with HCT's assertion that organizations focusing on developing their human capital achieve better performance and long-term success.

- ***Job Demands-Resources (JD-R) Model***

The JD-R model provides a practical lens to understand the role of PDIs as job resources that enhance employee engagement and mitigate stress. According to the study, PDIs contribute to job satisfaction by equipping employees with the tools and skills necessary to manage job demands more effectively. This aligns with the JD-R model's assertion that resources like training alleviate work-related stress and promote engagement. The positive impact of PDIs on employee engagement, motivation, and trust is consistent with the JD-R model's emphasis on the motivational role of job resources. Employees who perceive that their organization provides sufficient resources through PDIs experience lower burnout, higher satisfaction, and a stronger commitment to their roles. The study's findings regarding reduced turnover and enhanced retention are a direct outcome of leveraging PDIs as essential job resources.

By bringing together these theoretical perspectives, this study offers a comprehensive view of how PDIs serve as both strategic and operational tools to improve employee outcomes. SET sheds light on the relational dynamics that PDIs promote, HCT emphasizes the economic and strategic benefits of investing in human capital, and the JD-R model provides a practical framework for leveraging PDIs to boost job performance and well-being. In summary, the integrated use of SET, HCT, and the JD-R model highlights the strategic significance of PDIs in shaping organizational practices. These frameworks together clarify how PDIs encourage positive employee behaviors, align personal goals with organizational aims, and foster a supportive work environment, ultimately improving retention and organizational sustainability. This theoretical integration highlights the importance for organizations to implement comprehensive development strategies guided by these interconnected frameworks.

#### 5.4.2 *Managerial Implications*

The findings of this study provide valuable insights for organizational leaders and HR practitioners, emphasizing the critical role of Professional Development Interventions (PDIs) in achieving key employee-related outcomes and enhancing overall organizational performance. The following managerial implications can guide organizations in formulating effective strategies to improve employee engagement, retention, and productivity:

- **Investing in PDIs as a Strategic Priority:** Organizations should view PDIs as an essential component of their talent management strategy. The study demonstrates that PDIs significantly enhance succession planning, employee productivity, engagement, and motivation. By prioritizing PDIs, managers can build a skilled and adaptable workforce capable of meeting evolving organizational demands and ensuring leadership continuity.
- **Enhancing Employee Retention Through Development Opportunities:** The study underscores the importance of PDIs in fostering retention by addressing intrinsic motivators such as career growth and job satisfaction. Managers should design and implement training programs that align with employees' career aspirations and organizational goals. Offering clear pathways for career progression can reduce turnover and boost long-term loyalty.
- **Fostering Organizational Commitment and Trust:** PDIs significantly impact organizational commitment and trust, as they signal the organization's investment in employee development. Managers should ensure transparency and fairness in access to development opportunities to strengthen trust and reinforce employees' sense of belonging and loyalty. Regular feedback, recognition, and tailored development plans can further enhance these outcomes.
- **Leveraging PDIs to Support Employee Well-Being:** The findings highlight that PDIs act as vital resources that help employees manage job demands and reduce work-related stress,

as suggested by the JD-R model. Managers should integrate PDIs with broader well-being initiatives to create a supportive work environment that enhances job satisfaction, reduces burnout, and fosters a positive organizational culture.

- **Tailoring Development Initiatives to Meet Diverse Needs:** Although demographic factors like gender, age, income, and marital status were not found to significantly impact retention, managers should adopt an inclusive approach to PDIs, ensuring that they cater to the diverse needs of employees. Providing flexible and personalized learning opportunities can maximize the effectiveness of development programs.
- **Strengthening Employee-Employer Relationships:** The study reveals that PDIs enhance psychological contracts by demonstrating organizational support and recognition. Managers should actively communicate the value of PDIs and link them to tangible outcomes, such as promotions, salary increments, and job security, to foster stronger employee-employer relationships.
- **Focusing on Motivation as a Retention Strategy:** Motivation emerged as a significant factor influencing retention. Managers should design reward systems that combine financial and non-financial incentives, including recognition, meaningful work, and growth opportunities, to sustain high levels of employee motivation and commitment.
- **Monitoring and Measuring the Impact of PDIs:** Organizations should implement mechanisms to evaluate the effectiveness of PDIs regularly. Feedback from employees, performance metrics, and retention rates can help managers refine their development strategies and ensure alignment with organizational objectives.

Thus, this study highlights the strategic importance of PDIs in fostering a motivated, engaged, and committed workforce. By leveraging these insights, managers can develop comprehensive talent management practices that not only enhance individual and organizational performance but also drive long-term employee retention and organizational success.

# Chapter 6

## Conclusion and Future Scope of the study

## **6.1. Highlights of the Study**

This study has undertaken a comprehensive exploration of the role of Professional Development Interventions (PDIs) in addressing critical organizational outcomes within the UAE's healthcare sector. The findings underscore the pivotal role of PDIs in shaping key organizational factors, including Succession Planning, Employee Productivity, Job Security, Organizational Commitment, Compensation Benefits, Employee Engagement, Motivation, and Trust towards the Organization. These interconnected factors collectively influence employee retention—a core challenge in the healthcare sector that directly impacts organizational stability, the quality of patient care, and long-term sustainability.

The analysis reveals that integrating PDIs into strategic frameworks equips healthcare organizations with the tools to cultivate a resilient, skilled, and motivated workforce. This workforce is better prepared to meet the sector's evolving demands, driven by the UAE's rapid advancements in healthcare infrastructure and services. By focusing on continuous learning and career development, PDIs not only enhance individual competencies but also foster organizational loyalty, reduce turnover rates, and create a stable environment conducive to consistent and high-quality patient care.

Significantly, the study highlights the importance of tailoring PDIs to reflect the diverse demographic and cultural composition of the UAE's workforce. With a healthcare workforce comprising both Emirati nationals and a vast expatriate population, inclusivity and cultural adaptability in professional development initiatives are vital. Customized programs that address varied learning needs, career aspirations, and cultural sensitivities enhance the effectiveness of PDIs and ensure that all employees feel valued and supported within the organizational structure.

In addition to organizational benefits, the research offers actionable insights for policymakers and healthcare administrators. Aligning PDI strategies with national development goals, such

as the UAE Vision 2031, underscores the broader significance of professional development in advancing the country's strategic objectives. By fostering a culture of continuous learning and development, healthcare organizations can enhance employee satisfaction, build trust, and sustain long-term commitment. These outcomes are essential for maintaining high standards of care, operational stability, and alignment with global benchmarks.

The findings emphasize that professional development is not merely a tool for enhancing individual skills; it is a strategic investment in organizational growth and national progress. The study provides a roadmap for healthcare organizations to integrate PDIs into their core strategies, ensuring they are well-positioned to meet both current challenges and future healthcare demands. It underscores the role of PDIs as a cornerstone for creating a dynamic, engaged, and future-ready healthcare workforce in the UAE.

### **6.1 Limitations and Future Scope of the Study**

This study acknowledges several limitations that should be considered when interpreting its findings. Firstly, the research is geographically confined to the healthcare sector in the United Arab Emirates (UAE), which restricts the generalizability of its results to other regions or countries with differing economic, cultural, and organizational frameworks. Secondly, the study employs a cross-sectional design, capturing data at a single point in time. This approach limits its ability to reflect long-term trends or shifts in employee perceptions and organizational outcomes, which could be better understood through longitudinal research. Thirdly, the reliance on self-reported data introduces the possibility of social desirability bias, wherein respondents may provide answers they perceive as favorable rather than entirely accurate reflections of their experiences, potentially affecting the validity of insights related to job satisfaction, engagement, and motivation. Additionally, the study places primary emphasis on organizational and workforce dynamics, thereby excluding direct evaluation of the impact of Professional Development Interventions (PDIs) on patient outcomes. Exploring these

outcomes would offer a more comprehensive understanding of the implications of employee retention strategies. While the research does consider key demographic factors such as gender, age, income, and marital status, it does not fully account for other contextual variables, such as educational background or professional experience, which may also significantly influence employee retention and the efficacy of PDIs. Lastly, the rapid evolution of healthcare technologies poses a challenge, as the relevance and applicability of some PDIs discussed in this study may diminish over time, necessitating ongoing updates to the research model to ensure its alignment with technological advancements and emerging practices in the healthcare sector.

This study lays a strong foundation for future research, presenting numerous avenues to build on its findings and address emerging challenges. One promising direction involves the adoption of longitudinal research designs to examine the long-term effects of Professional Development Interventions (PDIs) on employee retention, organizational outcomes, and overall healthcare performance. Such studies could provide valuable insights into how sustained interventions influence workforce stability and institutional growth over time. Comparative analyses across diverse regions, industries, and cultural contexts represent another significant opportunity to evaluate the universal applicability of the strategies discussed, uncovering sector- or region-specific nuances. Expanding the focus to include patient outcomes, such as care quality, safety, and satisfaction, could offer a more comprehensive understanding of the broader impact of PDIs, emphasizing their dual value for employees and patients alike. Furthermore, advancements in technology, including artificial intelligence, virtual reality, and e-learning platforms, present an exciting area of exploration. Research could delve into how these innovations enhance the accessibility, customization, and efficiency of PDIs, ensuring their relevance in an increasingly digital healthcare environment.

Future studies could also benefit from a broader demographic analysis, incorporating variables

like educational background, professional experience, and cultural factors to provide a more nuanced understanding of employee retention dynamics. Expanding the study's framework to other sectors, such as education, technology, or public administration, would validate its applicability beyond healthcare and shed light on unique sector-specific challenges and opportunities. Collaborative efforts with policymakers represent another critical avenue, as designing and testing targeted PDI models aligned with national healthcare strategies could significantly advance strategic workforce planning. Finally, given the UAE's heavy reliance on expatriate healthcare professionals, future research could focus on interventions tailored to the unique challenges and opportunities presented by a multicultural workforce. This would not only address the specific needs of expatriates but also contribute to fostering a more inclusive and cohesive professional environment. Collectively, these directions highlight the potential for future research to refine, expand, and contextualize the findings of this study, ensuring their continued relevance and impact in a rapidly evolving landscape.

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# Appendix

## Questionnaire

Dear Respondent

I, Maneka Perikkathara, a research scholar at ICFAI University, Jharkhand, am conducting a study titled "Impact of Professional Development Interventions in Retaining Talents in the Healthcare Sector." The purpose of this research is to understand the role of professional development initiatives in talent retention within the healthcare industry.

Participation in this study is entirely voluntary, and all information provided will be treated with the utmost confidentiality and used solely for academic purposes. The data collected will be anonymized and will not be shared with any third party. Respondents are free to withdraw from the study at any time without any adverse consequences.

By participating in this research, you consent to the use of your responses for the purposes outlined above. If you have any questions or concerns regarding this study, please feel free to contact me at [your email/phone number].

Thank you for your valuable contribution to this research.

Maneka Perikkathara

Research Scholar

ICFAI University, Jharkhand

### PROFESSIONAL DEVELOPMENT INTERVENTION

**Note-** 1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

Professional Development Intervention (Mourão et al., 2022)						
Sl No.	Particulars	1	2	3	4	5
1	I have everything necessary for the completion of my work skills.					
2	My boss has already made compliments about my development as a professional.					
3	I have had a significant professional development since I started working.					
4	With my current knowledge, I can do my job satisfactorily.					
5	I have become a more qualified professional.					
6	Currently, I feel well prepared to undertake activities that are meant for me					

### SUCCESSION PLANNING

Intrinsic Motivation (Warr et al., 1979)						
Sl No.	Particulars	1	2	3	4	5
1	Has your organization clearly defined succession planning system?					
2	Has your organization clarified the organizational reasons (goals) for the succession planning?					
3	Has your organization identified target group for the succession efforts?					
4	Are you willing to participate in a formal succession planning process?					

### MOTIVATION

**Note-** 1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

Motivation (Warr et al., 1979)						
Sl No.	Particulars	1	2	3	4	5
1	I feel a sense of personal satisfaction when I do this job well					
2	My opinion of myself goes down when I do this job badly					
3	I take pride in doing my job as well as I can					
4	I feel unhappy when my work is not up to my usual standard					
5	I like to look back on the day's work with a sense of a job well done					
6	I try to think of ways of doing my job effectively					

### JOB SECURITY

Safety to Job (Vinelli-Arzubiaga et al., 2022)						
Sl No.	Particulars	1	2	3	4	5
1	There are chances that I will soon lose my job					
2	I feel insecure about the future of my job					
3	I think I might lose my job in the near future					

4	I am confident that I can keep my job					
5	I like to look back on the day's work with a sense of a job well done					
6	I try to think of ways of doing my job effectively					

### **EMPLOYEE PRODUCTIVITY**

**Note-** 1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

	Productivity (Farooq & Sultana, 2022)					
Sl No.	<b>Particulars</b>	1	2	3	4	5
1	I have a high work performance					
2	I accomplish tasks quickly and efficiently					
3	I set a high standard of task accomplishment					
4	I achieve a high standard of task accomplishment					
5	I always beat our team targets					

### **COMMITMENT**

	Organizational Commitment (Allen & Meyer, 1996)					
Sl No.	<b>Particulars</b>	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					

2	I really feel as if this organization's problems are my own.					
3	I do not feel a strong sense of belonging to my organization. (R)					
4	I do not feel emotionally attached to this organization. (R)					
6	I do not feel like part of the family at my organization. (R)					
7	This organization has a great deal of personal meaning for me.					

### **EMPLOYEE ENGAGEMENT**

**Note-** 1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

	Employee Engagement (Schaufeli et al., 2019)					
Sl No.	<b>Particulars</b>	1	2	3	4	5
1	At my work, I feel bursting with energy					
2	I am enthusiastic about my job					
3	I am immersed in my work					

### **TRUST**

	Organizational Trust (Biswas & Kapil, 2017)					
Sl No.	<b>Particulars</b>	1	2	3	4	5

1	I believe my management has high integrity.					
2	I can except my management to treat me in predictable and consistent fashion.					
3	I sometimes feel that my management is not always being honest and truthful.					
4	In general, I believe my management's motives and intentions are good.					
5	I don't think my management treats my fairly.					
6	My management is open and upfront with me.					
7	I am not sure I fully trust my management.					

### Compensation

**Note-** 1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

Compensation (Tanwar and Prasad.,2017)						
Sl No.	Particulars	1	2	3	4	5
1	I general, the salary offered by my organization is high.					
2	My organization provide good health benefits.					
3	My organization provides good health benefits					
4	My organization provides insurance coverage for employees and dependents.					

### EMPLOYEE RETENTION

- Note-** 1 - Strongly Disagree  
2 - Disagree  
3 - Neutral  
4 - Agree  
5 - Strongly Agree

	Intention To Stay (Dechawatanapaisal, 2018)					
Sl No.	Particulars	1	2	3	4	5
1	I am not thinking of moving to another company.					
2	I would like to work for this company for at least five years.					
3	I would like to stay in the same job for at least five years.					
4	I am I intend to remain with this company to advance my career that I can keep my job.					

## Demographic Variables

<b>Demographic Variable</b>	<b>Category</b>
<b>Gender</b>	Female
	Male
<b>Age</b>	18 - 25 years
	26 - 35 years
	36 - 45 years
	46 - 55 years
	56 years and above
<b>Income</b>	Less than 10000AED
	10001 – 20000AED
	20001- 30000 AED
	30001- 40000 AED
	40001 AED and above
<b>Marital Status</b>	Unmarried
	Married/Engaged
	Divorced/Widowed/Separated