

# THE MODERATING EFFECT OF ORGANIZATIONAL FLEXIBILITY ON THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND JOB SATISFACTION: EMPIRICAL EVIDENCE FROM AN OIL EXPLORATION COMPANY

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## Abstract

This paper intends to examine the possible relationships between talent management, job satisfaction; as well as and to test the mediating influence of organizational flexibility. In other words, it aims to investigate the extent to which talent management practices affect job satisfaction; while considering the moderating role of organizational flexibility. On the basis of a quantitative research approach, data were collected from a diverse sample of 156 employees in an oil exploration company, located in Iraq. The Partial Least Square-Structural Equation Modeling (PLS-SEM) findings of the study reveal the existence of a significant positive association between talent management and job satisfaction, indicating that effective talent management strategies contribute to enhanced levels of employee satisfaction. Moreover, the present research uncovers the pivotal moderating role of organizational flexibility, depicting that a flexible organizational magnifies the positive effects of talent management on job satisfaction. The implications of this research are therefore twofold. For academia, it might contribute to the existing body of knowledge by offering insights into the interplay among talent management, job satisfaction, and organizational flexibility. The study's originality lies in its comprehensive examination of these interrelationships, by shedding the light on the dynamics that contribute to employees' well-being and organizational success. For practitioners, the findings of this study emphasize the significance of strategic talent management practices in fostering the motivation and joy of the workforce. Besides, recognizing the role of organizational flexibility can guide the creation of an adaptive workplace that amplify the benefits of talent management practices. Academically, this study contributes to the existing body of knowledge by offering insights into the intricate interplay among talent management, job satisfaction, and organizational flexibility. In other words, the study's originality lies in testing these possible interrelationships, by considering the dynamics that contribute to employees' well-being and organizational success.

**Keywords:** Talent Management, Job Satisfaction, Organizational Flexibility, Employee Well-Being, Oil and Gas Industry Company.

## 1. INTRODUCTION

In the realm of contemporary organizational management, the synergy between talent management, job satisfaction, and organizational flexibility has emerged as a pivotal driver of sustainable performance and competitive advantage (Alparslan & Saner, 2020). More specifically, in the context of the dynamic oil exploration industry of Iraq, characterized by numerous operational challenges and global economic fluctuations, understanding the intricate interplay of these constructs is of paramount importance. Oil

exploration companies in Iraq operate within an environment that requires an exceptional adaptability to volatile market conditions and evolving technological landscapes (Al-Aqabi & Al-Shahrbali, 2021). Ensuring job satisfaction among employees in this sector is then vital for maintaining the workforce morale and productivity (Tash, Ali, & Ahmadzadeh, 2016). The central question that arises in this perspective is as follows: To what extent could effective talent management practices influence job satisfaction; and how does organizational flexibility moderate this relationship within the unique context of the Iraqi oil exploration industry?

A growing body of the existing literature has examined the intricate relationship between talent management and job satisfaction in various industries (e.g., Alparlan & Saner, 2020; Goestjahjanti, Novitasari, Hutagalung, Asbari, & Supono, 2020; Tash et al., 2016). However, a scant attention has been dedicated to the oil exploration sector in Iraq which presents specific challenges that requires a deeper exploration of these dynamics. Additionally, the role of organizational flexibility as a catalyst in this equation remains an underexplored area of study. In fact, while the existing researches have illuminated the individual contributions of talent management and job satisfaction to organizational success, a research gap concerning their combined impact within the context of the oil exploration industry in Iraq remains not yet filled. Furthermore, a limited attention has been given to the role of organizational flexibility as a potential moderator in this relationship. On the other hand, a comprehensive review of the literature underscores the importance of talent management in upgrading employee performance and job satisfaction (e.g., Dixit & Arrawatia, 2018; Dzimbiri & Molefi, 2021; Saleh & Atan, 2021). Moreover, the existing studies highlight that organizational flexibility can be a pivotal factor in enabling talent management strategies to flourish within dynamic industries (Kafetzopoulos, Psomas, & Bouranta, 2022). Nevertheless, the integration of all these constructs together within the context of the oil exploration sector in Iraq remains under-addressed; highlighting the significance of this study. In this perspective, this present research seeks to bridge the research gaps by testing the effects of talent management on job satisfaction; while investigating the moderating role of organizational flexibility within the oil exploration industry in Iraq. This research caters to the professionals and managers working in the oil exploration sector, providing insights that can guide talent management practices and improve employee satisfaction. Besides, it appears that academicians and researchers interested in in-depth-understanding organizational management, human resources practices, as well as the unique challenges of the Iraqi oil industry will find this study valuable. The subsequent sections of this paper are structured as follows: The second section provides an in-depth review of the relevant literature to establish the theoretical development of the study. Section 3 outlines the research methodology, including data collection and the analysis method. Section 4 presents the empirical findings and discusses their implications. Section 5 delves into the broader significance of results, their alignment with the existing literature, and their potential contributions. Finally, the sixth section concludes the paper, by summarizing the key findings and discussing the prospective avenues for future research.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 Talent Management

The term 'talent' has many linguistic connotations, as its meaning refers to the ability of the individual to do a certain thing correctly. According to the Longman Dictionary Contemporary English Dictionary (2006), the word 'talent' dates back to the era of the civilizations of Romans, Babylonians and Greeks and the meaning of this concept evolved over time, as it was called a unit of measure for weight of something that is specific; while during the Middle Ages, the concept had expressed and referred to a monetary unit (Brunila, 2013). The scientist 'Renzullia' added in the same perspective that talent is related to the development of behaviors; whereas Tansley (2011) claimed that the concept of talent remains ambiguous and not yet clearly defined. According to Silzer & Dowell (2010), talent refers to individuals who possess acquired and innate abilities and skills that exist within organizations; while Meyers et al (2013) stressed that innate talent refers to the individual's possession of intelligence, skills, and capabilities. From another register, researchers in the field of education explained that an innate talent exists in (10%) of children or their peers in the adolescence age in specific disciplines such as sports, music, science, physics and mathematics (Gagne, 2011). As for William (2001), he asserted that talent represents the combination of the exceptional competencies possessed by individuals that enable them to perform tasks and duties.

In light of the development of markets and global competition, the reality of administrative activities has changed, and the use of the concept of talent management has emerged specifically since the year (1990) decade of the nineties of the last century, as it was imposed on organizations to apply the concept of talent in order to enable them to survive and grow in light of the competition (Neal & Gabauer, 2006). The studies introduced by Mc Kinsey confirmed that the term 'talent' was for encouraging companies to attract talented people (Bersin, 2006). Creelman (2004) explained that talent management involve various concepts, including 'Tends' for direction, or 'Fashion' for perseverance. For other researchers, talent could stand for human resource planning (Lewis & Heckman, 2006). Some of those scholars claimed that the concept of talent management refers to supply and demand, as well as the flow of talent through the human capital engine (Salih & Ainaji, 2014). In the same order of ideas, Davis et al (2016) advanced that talent management corresponds to the fact of attracting, retaining, and developing persons/employees who provide a continuous and superior performance. Mondy & Mondy (2012) added that talent management is a strategic endeavor to achieve an optimal use of human capital. It enables the organization to reach its short- and long term-objectives, by building a culture of participation, empowerment, and integrated energy. Dessier (2014) detailed that, to attract the talented expected employees, there are automated processes that begin with planning, recruitment, and development of personnel management throughout the organization. Joyce & Solcum (2019) revealed that talent management represents one of the most important practices that are adopted by reputed and well-known companies such as Toyota, aiming at resorting to a long-term planning. Indeed, talent management enables organizations to preserve their human

resources and to face the future fluctuations. For Sweem (2008), talent management is a concept that focuses on talent adaptation with the organization's strategy to achieve integration at all levels from the organization's board of directors to production line supervisors and works to activate the role of cultural commitment between the employees and their managers, as it responds to survival and growth in the future,

Sharma et al (2011) stressed that talent management practices lead to achieving benefits for the organization and stakeholders by focusing on improving the capabilities and skills of employees, in order to develop the reputation of the organization. Moczydlowska (2012) added that talent management should encompass all the procedures and processes applied to talented people, with the aim of developing their competences to achieve the goals of the organization. Eldahshan et al (2018) reported that talent management is a systematic approach applied by companies for attracting, examining, selecting and retaining talented individuals with the aim of increasing the productivity of the workforce.

## **2.2 Job satisfaction**

Job satisfaction (JOBS) is one of the administrative issues that occupy an important position, as it has been debated by many scholars and researchers. Tang & Gu (2010) defined it as the general attitudes of workers towards wages, working conditions, talent perceptions, and other similar variables. They also assimilated JOBS to the positive feelings that could be associated with some similar concepts, such as job promotion and salary; or the mental and emotional aspects of individuals and the feeling that reflects employee perceptions around age, years of experience, career progression, working conditions, the ability to satisfy the basic needs, and the participation in setting available goals, and employee perceptions (Borah, 2016).

Among many researchers, such as Smail & Razak (2016), a poor job satisfaction can affect organizations, and result in low levels of work, employee performance, and even job loss. For these reasons, Wang (2012) added that the organization's management should enhance its employee satisfaction by improving the quality of its internal services according to its activities. Which is clearly reflected in the process of interaction between individuals, employees, and customers.

On the other hand, some scholars like Satyarath & Sree (2017) advanced that job satisfaction represents a psychological phenomenon that is difficult to assess by measuring it, as it is related to individual feelings and attitudes towards work. Therefore, appropriate methods should be used to understand the feelings of employees, identify the problems they suffer from, the extent of their satisfaction with their work, as well as determine their needs. By improving job satisfaction, it is possible to upgrade job performance because the relationship is close and interconnected between those two concepts.

In addition, many measures have been developed by researchers to evaluate job satisfaction, and the most prominent of them is accident analysis. Such a procedure relies on the fact that workers should be asked about incidents related to their work, how they

reduce them, and their satisfaction/ dissatisfaction with them in particular (Azash & Thirapalu, 2017). The global assessment method is represented through the total number of points formed by the worker's responses to the questions directed to him. For instance, "To *what extent are you satisfied with your work?*" The data collection process takes a lot of time because the individual is restricted to answering only one question (Spector, 1997). In addition, there are numerous factors that might affect job satisfaction. The most notably ones are: job security, wages, and promotion opportunities (Judeh, 2012). In the same organization, it also means providing job security to maintain work continuity, wages and retirement benefits. Wages' opportunities and promotions available for work play a role in influencing job satisfaction, as wages refer to the real reward that workers imitate in exchange for the efforts they make. Such wages contribute to meeting the needs of workers and attain high levels of job satisfaction.

Moreover, the fairness and equality of wages leads also to determining the levels of job satisfaction (Bldyut & Barua, 2014).

### **2.3 Talent management and job satisfaction**

Numerous researches have been undertaken to test the influence of talent management on JOBS in many different contexts and sectors. The majority of those studies revealed that such an influence is significant and positive.

For instance, Luna–Arocas and Morley (2015) stressed, in their study undertaken on 198 employees of the public and private sectors, that strategies focused on talent management have a positive impact on job performance, through JOBS which acts as a mediator. Similarly, in the context of Malaysian public universities, Kamal and Lukman (2017) found that talent management practices have a positive and significant influence on job performance; while in the context of Egyptian universities, Hafez, Abouel Neel, and Elsaid (2017) argued also that talent management has a significant effect on JOBS.

When it comes to the industrial sector, we can refer to the investigation of Alparslan and Saner (2020) who showed that sustainable talent management has the potential to positively influence job satisfaction of the employees working in a group of selected manufacturing companies in Turkey. In the same vein, Goestjahjanti et al. (2020) demonstrated that, in the automotive industry of the South Eastern Asian country, talent management influences positively and significantly JOBS, either directly or indirectly, through the mediating impact of employee engagement.

More specifically, and in light of the positive and significant relationship between talent management and job satisfaction, the study of Tash et al. (2016) supported that there is a positive and significant linkage between talent management and JOBS in the JPC Oil Company in Iran. Accordingly, it appears that the previous literature pointed out the significant and positive relationship between talent management and job satisfaction. Thus, based on the above arguments and the relevant theoretical assumptions, the following hypothesis could be proposed:

**H1:** *Talent management has a significant and positive effect on job satisfaction.*

## 2.4 The moderating role of organizational flexibility

Organizational flexibility refers to the ability of organizations to manage their business and to adapt adequately to a volatile business environment (Srinivasan & Swink, 2018). In other words, it includes the capacity to quickly adjust the organization's structure, as well as to respond to a changing business environment. It is also assimilated to the adjustment of the organizational structure without affecting negatively the quality of products or services. Moreover, organizational flexibility helps companies to adapt more easily to the changing business situations, as well as to stay ahead of competitors (Dubey et al., 2021).

As supported by Bag, Pretorius, Gupta, & Dwivedi (2021), Talent management depends on several management factors such as organizational structure. Therefore, the greater the organizational flexibility is, the better talent management will be done. Building on the foregoing discussion, we can argue that the enabling effects of adopting talent management are positively moderated by organizational flexibility. Based on the above arguments, the following hypotheses are put forward:

**H2:** *Organizational flexibility has a significant and positive effect on job satisfaction.*

**H3:** *Organizational flexibility moderates positively the relationship between talent management and job satisfaction.*

## 3. RESEARCH METHOD

### 3.1 Measures

All the measurement indicators of variables were adapted from validated measures that have been proposed in the previous studies. The questionnaire was firstly written in an Arabic language. Then, it was subject to some revisions so that it suits the studied context. Indeed, some respondents' comments and suggestions, as well as the feedbacks provided by four academicians and experts in management and six professionals in the Iraqi oil and gas industry were taken into account into the design of the questionnaire. Finally, after pre-testing the questionnaire on 10% of the target sample, the final version of the questionnaire was designed.

Talent management was assessed by reference to the measurement scale proposed by Ali and Khaled (2022) which encompassed 31 items. Similarly, the 20 indicators that were employed to operationalize job satisfaction were adapted from Munir and Rahman (2016)'s measure. Moreover, the 15 items that were used to assess organisational flexibility were taken from Saeed, Tabassum, Zahid, Jiao, and Nauman (2022)'s measurement scale.

It should be also mentioned by here that responses were rated by the participants on five-point Likert scales, ranging from 1 for "strongly disagree" to 5 for "strongly agree".

### 3.2 Population and sample

To test the research hypotheses of the present research, a quantitative method based on a questionnaire was adopted and an online survey was purposely prepared. Data were collected from an oil exploration company working in the Iraqi O&G. The O&G is one of the most top sectors that largely contributes to the GDP of Iraq (Ibrahim, 2020), especially through employment opportunities and exports (Ibrahim, Hami, & Othman, 2019). Finally, a number of 156 valid responses were obtained.

**Table 1: Demographic profile**

Factor	Description	Frequency	Percent
Gender	Male	135	86.5
	Female	21	13.5
Age	21-Less than 25	9	5.8
	25-Less than 30	38	24.4
	30-Less than 35	42	26.9
	35 and above	67	42.9
Educational level	Diploma	30	19.2
	Bachelor	90	57.7
	High Diploma	3	1.9
	Master	28	17.9
Experience	Ph.D	5	3.2
	1 - Less than 5	36	23.1
	5 - Less than 10	43	27.6
	10 - Less than 15	23	14.7
	15 - Less than 20	31	19.9
	20 - Less than 25	9	5.8
Job Position	25 and above	14	9.0
	General Manager	1	.6
	Commission Manager	4	2.6
	Team Leader	7	4.5
	Division Manager	27	17.3
	Unit Manager	49	31.4
Job domain	Other	68	43.6
	Geophysicist	25	16.0
	Oil Engineer	48	30.8
	Geologist	11	7.1
	Technical	68	43.6
	Petrophysics	4	2.6

The provided table portrayed above illustrates a comprehensive overview of the demographic attributes and professional backgrounds of the interviewees of this research investigation. It encompasses various aspects, including gender, age, educational level, work experience, job position, and job domain. Concerning gender distribution, most respondents were male, comprising 86.5% of the sample, while females constituted only 13.5% of the sample. In terms of age categories, the largest segment of participants belonged to the 35 and above age group, accounting for 42.9%, followed by those aged 30 to less than 35 with a percentage of 26.9%. Regarding educational qualifications, the

highest proportion of interviewees held a bachelor's degree, representing 57.7% of the sample; while those with a master's degree comprised 17.9%. In the realm of professional experience, the largest proportion of participants fell within the 5 to less than 10 years category, constituting 27.6%, closely followed by those with 10 to less than 15 years of experience at 14.7%. Furthermore, the table illustrates the diverse job positions among respondents, ranging from Unit Managers which are the most prevalent at 31.4%, while General Managers and Commission Managers accounted for the smallest percentage. Lastly, the participants' job types were varied, with technical roles being the most prominent at 43.6%, followed by Oil Engineers at 30.8%. These findings offer valuable insights into the characteristics of the study's sample, which will play a crucial role in conducting further analysis and drawing significant conclusions via more research endeavors.

### **3.3 Data analysis procedure**

To test the model of this study, a Partial Least Square-Structural Equation Modelling (PLS-SEM) approach was used. This approach is broadly used, not only in business and management studies, but also in all other social sciences areas (Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler, Ringle, & Sarstedt, 2015). The current study applied the Smart-PLS 4 software (Ringle, Wende, & Becker, 2015). The PLS-SEM approach is applied by undertaking two stages of assessment: The first stage concerns the measurement model; whereas the second one is dedicated to the structural model (Henseler, Ringle, & Sinkovics, 2009). The Details and criteria used for each stage will be explained hereafter.

## **4. MAIN FINDINGS**

### **4.1 Measurement Model**

Following the recommendations of Anderson and Gerbing (1988), the current study employed a two-stage approach. In the first stage, the study evaluated the convergent validity, reliability, as well as the discriminant validity. The convergent validity can be achieved if the loadings are greater than 0.7 (Bagozzi & Yi, 1988). The composite reliability (CR) should be also higher than 0.7 (Gefen, Straub, & Boudreau, 2000) whereas the average variance extracted (AVE) cut-off value is 0.5 (Hair, Black, Babin, & Anderson, 2014). The corresponding results associated respectively to loadings, CR, and AVE values are presented in Table (2) below.



**Table 2: Findings related to convergent validity and reliability**

Variable	Item	Loading	Composite reliability (CR)	Average variance extracted (AVE)
Talent Management	1	0.506	0.973	0.539
	2	0.570		
	3	0.595		
	4	0.612		
	5	0.665		
	6	0.656		
	7	0.745		
	8	0.677		
	9	0.795		
	10	0.716		
	11	0.799		
	12	0.843		
	13	0.873		
	14	0.832		
	15	0.776		
	16	0.803		
	17	0.777		
	18	0.840		
	19	0.805		
	20	0.841		
	21	0.693		
	22	0.651		
	23	0.622		
	24	0.828		
	25	0.746		
	26	0.764		
	27	0.772		
	28	0.704		
	29	0.506		
	30	0.758		
	31	0.795		
Job Satisfaction	49	0.795	0.960	0.545
	50	0.741		
	51	0.835		
	52	0.783		
	53	0.734		
	54	0.750		
	55	0.695		
	56	0.676		
	57	0.765		
	58	0.806		
	59	0.784		
	60	0.802		
	61	0.589		
62	0.638			
63	0.658			

	64	0.645		
	65	0.796		
	66	0.807		
	67	0.673		
	68	0.731		
Organizational Flexibility	69	0.862	0.969	0.662
	70	0.859		
	71	0.816		
	72	0.883		
	73	0.755		
	74	0.794		
	75	0.608		
	76	0.769		
	77	0.745		
	78	0.848		
	79	0.756		
	80	0.856		
	81	0.872		
	82	0.861		
	83	0.885		
	84	0.803		

Convergent validity plays a crucial role in validating the constructs of the research, by ensuring that the different items designed to measure the same construct demonstrate a consistent and strong relationships with one another. In the context of the table provided, assessing convergent validity involves examining the factor loadings for each item within the specific variables.

To establish the convergent validity, the factor loadings should be substantial and statistically significant, indicating that the items capture effectively the respective constructs they are intended to measure. As shown in table (2), most corresponding items of each variable (Talent Management, Job Satisfaction, and Organizational Flexibility) exhibit high factor loadings, ranging from 0.506 (for Talent Management), 0.589 to 0.807 (for Job Satisfaction). Besides, even if the loadings related to some items were less than 0.70, they were not omitted, being the fact that the AVE value for their corresponding constructs were greater than 0.50 (Byrne, 2016; Ramayah, Cheah, Chuah, Ting, & Memon, 2018).

Through the estimation of factor loadings, the consistency and accuracy of the latent variables: Talent Management, Job Satisfaction, and Organizational Flexibility were ensured, providing the evidence that the measurement items are reliable indicators of their respective constructs. Consequently, the convergent validity of the measurement model is supported, reinforcing the effectiveness of the items in representing their corresponding constructs consistently. Furthermore, the present study assessed the discriminant validity via the calculation of the Heterotrait-Monotrait ratio of correlations (HTMT) whose value should be less than 0.85 (Henseler et al., 2015). As shown in Table (3) below, the discriminant validity is to be achieved, in light of HTMT obtained values.

**Table 3: Discriminant validity (HTMT)**

	Job Satisfaction	Organisational Flexibility
Organisational Flexibility	0.666	
Talent Management	0.516	0.463

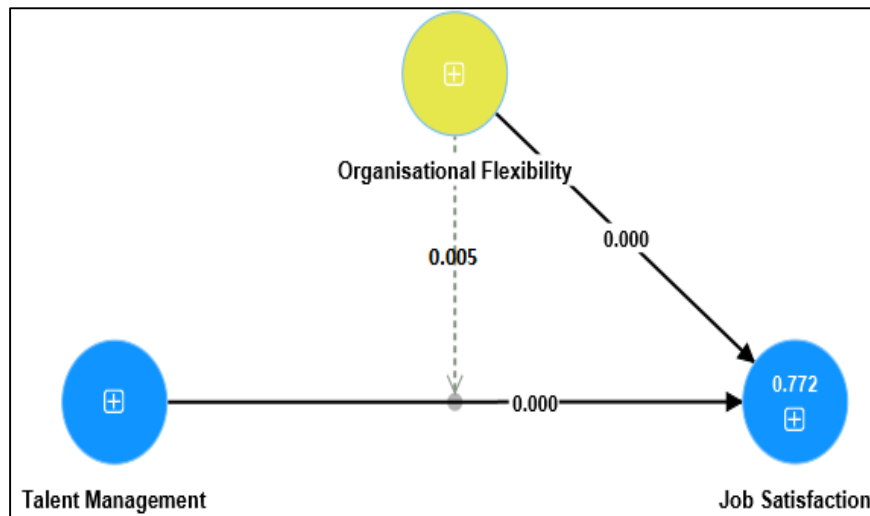
## 4.2 Structural model

The structural model was tested and its related findings are shown in Table (4) and Fig. (1). The  $R^2$  value is 0.772, indicating that 77.2% of the variance in job satisfaction was explained by the talent management and organisational flexibility. In addition, according to Cohen (1988), the effect size ( $f^2$ ) values of 0.02, 0.15 and 0.35 indicate small, medium, and large effect sizes respectively to the predictors on the endogenous variable. In this research, the effect sizes of talent management, job satisfaction, and organisational flexibility x talent management were respectively 0.114, 0.483, and 0.035), indicating small, large and small effect sizes respectively.

Additionally, the bootstrapping technique was performed (on 500 resamples) to provide greater confidence in the conclusions about significance levels related to the research hypotheses' testing. As illustrated in Table (4), the empirical findings support the evidence that that there is a positive and a significant relationship between talent management and job satisfaction ( $\beta = 0.290$ ,  $t = 3.777$ ,  $p = 0.000$ ). Organisational flexibility is also significantly and positively related to Job satisfaction ( $\beta = 0.610$ ,  $t = 8.342$ ,  $p = 0.000$ ). Moreover, the moderating effect of (organisational flexibility x talent management) on job satisfaction is significant and positive ( $\beta = 0.231$ ,  $t = 6.417$ ,  $p = 0.005$ ). Therefore, the hypotheses H1, H2 and H3 could be supported.

**Table 4: Findings related to hypotheses testing.**

Path	Std Beta ( $\beta$ )	Std deviation	t-value	p-value	$R^2$	$f^2$	Result
Talent Management -> Job Satisfaction	0.290	0.077	3.777	0.000	0.772	0.114	Supported
Organisational Flexibility -> Job Satisfaction	0.610	0.073	8.342	0.000		0.483	Supported
Organisational Flexibility x Talent Management -> Job Satisfaction	0.231	0.036	6.417	0.000		0.005	Supported



**Figure 1: Structural Model**

## 5. DISCUSSION

The testing of the hypotheses H1, H2 and H3 on PLS-SEM confirms that the independent latent variables, talent management and organisational flexibility, as well as the moderating effect were positively and significantly related to the dependent variable, job satisfaction. There is a positive and a direct effect of talent management on job satisfaction and H1 is supported. Such a finding is consistent with the results of many previous studies that have investigated the effect of talent management on job satisfaction (e.g., Alparslan & Saner, 2020; Goestjahjanti et al., 2020; Tash et al., 2016). Basically, these studies highlighted the significant influence that talent management might have on job satisfaction. Therefore, the results of these studies inferentially support the argument that promoting talent management helps to improve job satisfaction.

In addition, organisational flexibility has a positive direct impact on job satisfaction. Such a result is in line with the findings of empirical previous researches that have investigated this relationship (e.g., Adonisi, 2005; Adonisi & Van Wyk, 2012).

## 6. CONCLUSION

In conclusion, this present study aimed to investigate the intricate relationships between talent management, job satisfaction, as well as the moderating role of organizational flexibility. The analysis of the collected data has yielded insightful findings that shed the light on the dynamics of these constructs within a specific organizational context. The results underscore the significant impact of talent management on job satisfaction, and reveal the influential role played by organizational flexibility in shaping this relationship. The findings of this study highlight also that effective talent management practices have a notable positive influence on job satisfaction among employees.

On the other hand, the strong relationship observed between talent management and job satisfaction underscores the importance of investing in the strategies that might attract, develop, and retain skilled individuals within organizations.

Moreover, this present research demonstrates that organizational flexibility acts as a crucial moderating factor, as it could improve the positive effect of talent management on job satisfaction. Such a result corroborates the significance of cultivating a flexible organizational culture that adapts swiftly to the changing circumstances and employee needs.

For practitioners, the study's outcomes provide actionable insights into enhancing job satisfaction through strategic talent management initiatives. Organizations can harness the power of talent management practices and its contribution in creating a motivated and satisfied workforce. Additionally, recognizing the pivotal role of organizational flexibility can guide practitioners in shaping an adaptive workplace that magnifies the benefits of talent management on job satisfaction. Theoretically, this study contributes to a better understanding of the complex interplay between these constructs, offering a foundation for further research and empirical exploration.

It is also important to acknowledge certain limitations within this study. In fact, the cross-sectional nature of the research design limits its causal inferences and prevents from establishing temporal relationships. Additionally, the study's scope is mainly focused on specific industries and organizational contexts, which might potentially affect the generalizability of the findings. Moreover, reliance on self-reported data may introduce common method bias, warranting caution in interpreting the results.

The current study sets the stage for future research endeavours. Longitudinal studies could better explore the causal relationships between talent management, organizational flexibility, and job satisfaction over time. Comparative researches across different industries and cultures could also provide a broader understanding of the factors' interplay. Moreover, investigating potential mediators or other moderating variables might enrich the comprehension of this complex nexus. In essence, this study underscores the integral role of talent management in nurturing job satisfaction while highlighting the significance of organizational flexibility as a catalyst. By understanding and harnessing these relationships, organizations can foster environments that not only attract and retain top talent, but also ensure their satisfaction and well-being, contributing ultimately to an enhanced organizational performance and success.

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