The Influence of Human Resource Management, Organizational Culture, Transformational Leadership on Talent Management and Organizational Commitment of Medical Personnel in Thailand

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Abstract

The advancement of current medical technology is progressing in the opposite direction of the healthcare workforce capacity. It has been found that over a half of countries in the world are facing a crisis of medical personnel shortage. The purpose of this research is to analyze the influence level of factors on talent management and organizational commitment of medical personnel in Thailand. The researchers employed a mixed-method approach, using the component synthesis to obtain research variables, leading to the development of a quantitative research tool. The quantitative data were analyzed by using the IBM SPSS AMOS 24 statistical software to examine the structural equation modeling (SEM). The results revealed that Human Resource Management (HR), Organizational Culture (OC), and Transformational Leadership (TL) had an influence on Talent Management (TM) at a level of -.43, .74, .23 respectively; and these three variables had an influence on Organizational Commitment (OM) at a level of .67, .00, .24 respectively. In addition, the findings reinforce the hierarchy of needs and also the need for a good response in other areas from organization, which is a positive driver for talented people to be committed to the organization.

Keywords: Human Resource Management, Organizational Culture, Transformational Leadership, Talent Management, Organizational Commitment, Medical Personnel.

Introduction

Over the past decades, organizations have faced challenges in retaining good employees due to market competition and talent scarcity, thereby forcing leaders to improve their human resource strategies. Organizations often source exclusive talent development instead of nurturing talent inclusively (Kaliannan et al., 2023). The modern medical advancement comes with a major crisis that many countries are facing: the shortage of medical personnel. According to the 2019 survey by the Washington University School of Medicine of 204 countries and territories found that more than 130 countries worldwide had a shortage of physicians, and more than 150 countries had a shortage of nurses and midwives (GBD 2019 Human Resources for Health Collaborators, 2022).

This ongoing problem arises from several causes. A survey by Elsevier Health, presented in the report "Clinician of the Future 2022" which gathered opinions from over 3,000 medical personnel across 111 countries in 2022, identified the origin of the problem as an increasing number of patients, elderly population, and disease outbreaks that exceed the system's capacity.

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Moreover, the causes include the burnout among personnel, a lack of work-life balance due to excessive working hours, and physicians having responsibilities beyond patient care, such as teaching, doing administrative work, and conducting research. In addition, the medical personnel encounter the stress from unreasonable wages compared to workload, along with expectation and pressure from both the public and private sectors (Kerry and Bias, 2023). Additionally, the insufficient production of medical personnel to meet demand and government policies are contributing factors (Makmayom, 2018). In 2023, the World Health Organization (WHO) stated that over 55 countries were facing a severe shortage of medical personnel due to the reason that this group migrated to wealthier countries to pursuit greater career advancement opportunities and increased income. These countries included 37 in Africa, 8 in the Pacific Island countries, 6 in the Middle East, 3 in Southeast Asia, and 1 in the Americas. The international migration of medical personnel had significant impact for middle-income to low-income countries. The recruitment of labor by high-income countries prevented lower-income countries from effectively handling domestic public health crises (United Nations, 2023). Although having access to such a global talent pool has many benefits, significant challenges remain in terms of unlocking its potential (Caligiuri et al., 2024).

Regarding the problems occurring in Thailand, the crisis of medical personnel shortages has been ongoing and accumulating for a long time. The Ministry of Public Health of Thailand has identified a shortage of medical personnel and other professions such as nurses, medical radiologists, etc. Within the Ministry of Public Health system, there were 24,649 physicians, accounting for 48% of all physicians in the country. They had to be responsible for approximately 75-80% of the population. This results in a physician-to-population ratio of 1:2,000. This indicated a heavy workload (Ministry of Public Health, 2023). Similarly, a study by the Thailand Development Research Institute (TDRI) (2013) indicated that the factors pushing medical personnel to leave public hospitals for private hospitals included the small number of physicians having the large workload and responsibilities, and the distribution of tasks within the hospitals. Furthermore, the number of medical personnel drawn from public hospitals to work in private hospitals continued to increase due to significantly higher salaries in the private sector, as well as the pursuit of further education to become a medical professor at a medical school.

From the above issues, if the hospital's human resource managers neglect them, this will cause the problem to become more severe. Therefore, there must be a management approach to make these high-potential or talented people have a commitment to the organization. The encouragement for medical personnel to be able to perform their work that challenges their knowledge, skills, builds morale and encouragement, increases work motivation in order to create satisfaction, as well as ways to retain this group of personnel to stay with the organization for a long time (Firth and Rahimi, 2022). This is not only the human resource management that affects the talent management and the organizational commitment of personnel (Khuong, Mai, and Phuong, 2020), but also the organization's culture, which is a society of people living together in the organization, must also be taken into account. That is, if any organization has a good organizational culture, such as employees working to their fullest potential, focusing on quality and having high responsibility, it will result in everyone's work being good and efficient (Wadhwa et al., 2011). The organizational culture also has a direct influence on talent management and organizational loyalty (Sriram et al., 2022). The past study of Purbasari and Abadi (2022) also found that leadership played an important role in talent management, especially the transformational leadership. It is a process that influences the change of work

attitudes to make the organization's management in good quality. It is a model for maintaining a balance of physical, mental and emotional health for others (Radu, 2023; Suryani, 2018) The transformational leadership also affects talent management and organizational commitment and increases employee motivation and morale (Channuwong et al., 2025; Smit et al., 2021). In addition, the data review also found that many organizations use methods, namely, systematic talent management, both planning and developing the talented personnel to have high competence and potential; then motivating, delegating, and retaining them to work with the organization. These talented people will act as drivers to make the organization's missions successful and achieve its goals (Christensen Hughes and Rog, 2008). Nowadays, management across all institutions embraces the principle of valuing human resources as a critical competitive advantage, especially as we enter the twenty-first century, where the driving force consists of individuals who possess unique capabilities (Ahmed et al., 2025). Job satisfaction, organizational commitment, work-life balance, and compensation provides actionable insights to help businesses develop targeted retention strategies, improve workforce stability, and address industry-specific cultural and economic factors (Pei et al., 2025; Wongmajarapinya et al., 2024).

Therefore, from the above problems, it can be seen that most medical personnel around the world and in Thailand are talented people who have specialized knowledge and advanced professional skills. However, they are human resources of the organization that still need income to meet basic needs in life, career advancement, and job satisfaction. These things are important issues for hospitals to find management methods that are appropriate for the context of the organization in order to retain these talented people, to create a commitment and loyalty to the organization. This is the main reason why the researcher is interested in conducting this research, in order to benefit the enhancement of efficiency and effectiveness of medical personnel management, as well as to further develop academic benefits.

Research Purposes

1. To synthesize the components of factors affecting talent management and organizational commitment.

2. To analyze the level of influence of factors affecting talent management and organizational commitment of medical personnel in Thailand in both public and private sectors.

Literature Review

Concept of Human Resource Management

Human resource management is an operation related to personnel working in an organization, which covers human resource planning, personnel selection, human resource training and development, performance evaluation, and compensation and incentive management in order to be able to respond to workloads; so that the human resource can be ready to work in line with the organization's goals, have motivation and guarantees that meet the needs of personnel. Consequently, they can work happily and efficiently, have a suitable working life, and be retained to the organization (Armstrong, 2006; Torlak, Kuzey, and Ragom, 2018; Pattrick and Mazhar, 2019; Khan, 2020; Anwar and Abdullah, 2021). Moreover, the human resource systems have the potential to confer a lasting competitive edge by enabling the development of firm-specific capabilities (Ruksat et al., 2025; Kashoob et al., 2025).

Concept of Organizational Culture

Organizational culture is a pattern, model, or set of values shared by members of an organization.

It helps members know what the organization values, how they should behave in the organization, and what actions are acceptable or unacceptable in the organization. These values are communicated, transmitted, and disseminated throughout the organization. The organizational culture of each organization is different, depending on the environment and characteristics of that organization (Schein, 1990; Nikpour, 2017; Mir and Khan, 2018; Mazumder et al., 2020; Bamidele, 2022).

Concept of Transformational Leadership

Transformational leadership is a behavioral process in which a leader tries to use their influence to motivate, direct, and inspire other people or groups to be willing and enthusiastic to do things as desired with having the success of the group or organization as the goal (Bass, 1985; Kotter, 1990; Hoai, Hung, and Nguyen, 2018; Galmai, 2019; Wongtree, 2020). In addition, they also can empower their employees by supporting their development, increasing their engagement, and aligning their individuals' goals with the strategic organizational objectives (Alawneh et al., 2025).

Concept of Talent Management

Talent management system is a process that the organization uses to manage personnel with high ability to work, considered as the organization's talent people, which has no specific form. Each organization needs to design a process that is appropriate for their organization. The talent management process will help talented people in the organization develop their work potential and be satisfied, and also affect the organization to grow further (Ivancevich, 2004; Dessler, 2008; Hiregoudar and Vani, 2018; Hoai, Hung, and Nguyen, 2018; Kim and Thapa, 2018) to be in line with the forces and systems, which shape the available supply, composition and flow of talent into and out of organizations today have become increasingly complex and fluid (King and Vaiman, 2019).
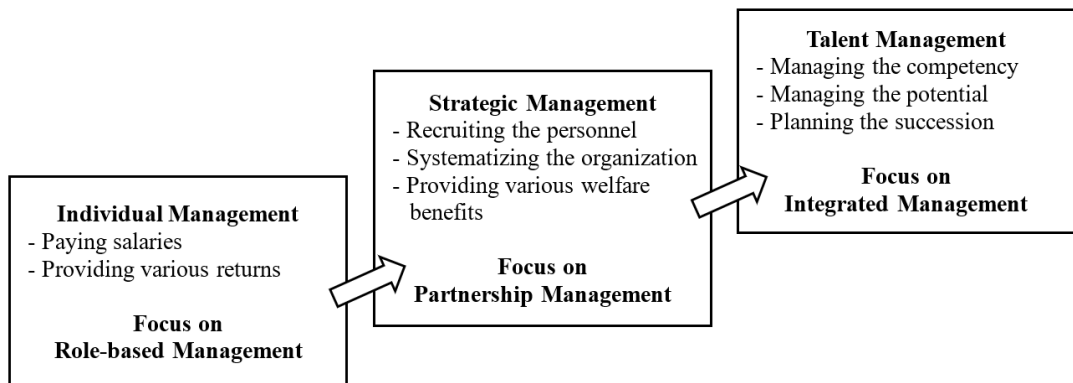

Figure 1 Shows the Evolution of Talent Management (Wongyai, 2011)

From Figure 1, it can be seen that the evolution of talent management has been in stages, starting from individual management that focuses on role-based management by paying salaries and providing various returns to personnel. It then developed into strategic management that focuses more on partnership dimensions, giving importance to recruiting personnel recruitment, systematizing the organization, providing various forms of benefits; and currently, it has been developed into talent management that focuses on integrated management, managing the

competence and potential of personnel to maximize benefits, and planning the succession of talented people to important positions in the organization.

Concept of Organizational Commitment

Organizational commitment is a feeling of love and attachment to the organization of personnel who have the intention to give back to the organization by showing their actions in the form of working efficiently, being willing to sacrifice and dedicating themselves to the success and benefits of the organization. These personnel are honest both in public and behind the scenes and continue to work with the organization (Hoy and Rees, 1974; Olanrewaju and Okorie, 2019; Al Aina and Atan, 2020; Sharma and Rathore, 2020; Edeh et al., 2022). This is relevant to the study of Chirakitnimit et al. (2025) that the network relationship can be created through continuous activities that promote community participation, which will create the increased awareness and importance of the grouping of members, which can lead to a potential network in the future.

Research Methodology

This research employed a mixed-method approach. For the qualitative research, the researcher conducted the documentary research and content synthesis to identify research variables, which then led to the development of a quantitative research tool. This tool was used to survey 520 samples from 221,470 medical personnel working in Thailand's public and private sectors, including nurses, dentists, pharmacists, and medical technologists. The researcher determined the sample size based on Hair's theory to ensure statistically representative data (Hair et al., 2006). The collected data was analyzed using the IBM SPSS AMOS 24 statistical software to examine the structural equation model (SEM).

Research Findings

1. With regard to the synthesis of the variable components of Talent Management from 19 scholars and researchers, the results show that the components of Talent Management consisted of 1) Talent Acquisition, 2) Talent Development, and 3) Talent Retention, as shown in Table 1.

Scholars and Researchers	Talent Acquisition	Talent Development	Talent Retention
McKinsey (1997)	✔	✔	✔
Dessler (2008)	✔	✔	✔
King and Vaiman (2019)	✔	✔	✔
Olanrewaju and Okorie (2019)	✔	✔	✔
Karia and Asaari (2019)	✔	✔	✔
Galmai (2019)	✔	✔	✔
Sharma and Rathore (2020)	✔	✔	✔
Al Aina and Atan (2020)	✔	✔	✔
Li (2020)	✔	✔	✔
Hunter et al. (2021)	✔	✔	✔
Valentine (2021)	✔	✔	✔

Scholars and Researchers	Talent Acquisition	Talent Development	Talent Retention
Jepchumba (2021)	✔	✔	✔
AlShehhi et al. (2021)	✔	✔	✔
Pembi et al. (2022)	✔	✔	✔
Ali and Khaled (2022)	✔	✔	✔
Tsai (2022)	✔	✔	✔
Kiran et al. (2022)	✔	✔	✔
Edeh et al. (2022)	✔	✔	✔
Hassanein and Özgit (2022)	✔	✔	✔

Table 1: The Synthesis of the Components of Talent Management From Scholars and Researchers Both Domestically and Internationally.

2. With regard to the synthesis of the variable components of Human Resource Management from 20 scholars and researchers, the results show that the components of Human Resource Management consisted of 1) Human Resource Planning, 2) Selection, 3) Training and Development, 4) Job Evaluation, 5) Retention, and 6) Health and Safety as shown in Table 2.

Scholars and Researchers	Human Resource Planning	Selection	Training and Development	Job Evaluation	Retention	Health and Safety
Mondy, Noe and Premeaux (1999)	✔	✔	✔	✔		✔
Armstrong (2006)	✔	✔	✔	✔	✔	✔
Noë (2007)	✔	✔	✔	✔	✔	✔
Dessler (2008)		✔	✔	✔	✔	
Alzyadat, et al (2015)	✔	✔	✔	✔	✔	✔
Kim and Thapa (2018)	✔	✔	✔	✔	✔	✔
Torlak, Kuzey, and Ragom (2018)		✔	✔			✔
Sabiu et al. (2019)	✔	✔	✔	✔	✔	✔
Pattrick and Mazhar (2019)		✔	✔	✔		
Khan (2020)	✔	✔	✔	✔	✔	✔
Piwowar-Sulej (2020)	✔	✔	✔	✔		✔
Anwar and Abdullah (2021)		✔	✔	✔		
Islami (2021)		✔	✔	✔		
Heathfield (2021)	✔	✔	✔	✔	✔	✔
Hung (2022)		✔	✔	✔		

Kiran et al. (2022)	✓	✓	✓	✓		
Kokkaew et al. (2022)		✓	✓	✓		
Vulpen (2023)	✓	✓	✓	✓	✓	
Islami et al. (2023)	✓	✓	✓	✓	✓	✓
Coursera (2023)	✓	✓	✓	✓	✓	✓

Table 2 The Synthesis of the Components of Human Resource Management from Scholars and Researchers Both Domestically and Internationally.

3. With regard to the synthesis of the variable components of Organizational Culture from 14 scholars and researchers, the results show that the components of Organizational Culture consisted of 1) Goals Achievement, 2) Adaptive Orientation, 3) Team Spirit, 4) Capability and Innovation- supportive Orientation, 5) Coordination and Integration, and 6) Quality Achievement as shown in Table 3.

Scholars and Researchers	Goals Achievement	Adaptive Orientation	Team Spirit	Capability and innovation-supportive Orientation	Coordination and Integration	Quality Achievement
Nikpour (2017)	✓				✓	
Mir and Khan (2018)				✓	✓	
Al-Dalahmeh (2020)	✓	✓	✓			
Al Aina and Atan (2020)	✓		✓	✓	✓	
Khan (2020)		✓				✓
Mukherji, Khanna, and Bahuguna (2020)		✓				✓
Arogunade (2020)	✓	✓				
Tulcanaza-Prieto,	✓	✓	✓	✓		

Scholars and Researchers	Goals Achievement	Adaptive Orientation	Team Spirit	Capability and innovation-supportive Orientation	Coordination and Integration	Quality Achievement
Aguilar-Rodríguez, and Artieda (2021)						
AlShehhi et al. (2021)	✓	✓	✓	✓	✓	✓
Valentine (2021)		✓	✓			
Ali and Khaled (2022)		✓	✓			
Alkhadra, Khawaldeh, and Aldehayyat (2022)		✓		✓		✓
Bamidele (2022)	✓	✓	✓			✓
Aguilar-Rodríguez, Barcellos-Paula, and Artieda-Cajilema (2023)	✓		✓	✓	✓	

Table 3 The Synthesis of the Components of Organizational Culture from Scholars and Researchers Both Domestically and Internationally.

4. With regard to the synthesis of the variable components of Transformational Leadership from 15 scholars and researchers, the results show that the components of Transformational Leadership consisted of 1) Idealized Influence, 2) Inspirational Motivation, 3) Intellectual Stimulation, and 4) Individual Consideration as shown in Table 4.

Scholars and Researchers	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration
Hiregoudar and Vani (2018)	✓			✓

Scholars and Researchers				
Kim and Thapa (2018)	✓			✓
Al-Shibami et al. (2019)		✓	✓	✓
Galmai (2019)	✓		✓	✓
Olanrewaju and Okorie (2019)	✓			✓
Al Aina and Atan (2020)	✓			✓
Al-Dalahmeh (2020)	✓			✓
Kapur (2020)	✓			✓
Sharma and Rathore (2020)	✓	✓	✓	
Wongtree (2020)	✓	✓	✓	✓
Jepchumba (2021)		✓	✓	
Edeh et al. (2022)	✓			✓
Pembi et al. (2022)	✓			✓
Hoai, Hung, and Nguyen (2022)	✓	✓	✓	
Em (2023)	✓			

Table 4 Shows the Synthesis of the Components of Transformational Leadership from Scholars and Researchers Both Domestically and Internationally.

5. With regard to the synthesis of the variable components of Organizational Commitment from 9 scholars and researchers, the results show that the components of Organizational Commitment consisted of 1) Behavioral Loyalty, 2) Loyalty Attitude, 3) Rational Loyalty, and 4) Opportunity Loyalty as shown in Table 5.

Scholars and Researchers	Behavioral Loyalty	Loyalty Attitude	Rational Loyalty	Opportunity Loyalty
Hoy and Rees (1974)	✓	✓	✓	✓
Torlak, Kuzey, and Ragom (2018)	✓	✓	✓	✓
King and Vaiman (2019)	✓	✓	✓	✓
Karia and Asaari (2019)	✓	✓	✓	✓
AlShehhi et al. (2021)	✓	✓	✓	✓
Dutta and Dhir (2021)	✓	✓	✓	✓
Hunter et al. (2021)	✓	✓	✓	✓
Kuncorowati, Rokhmawati, and Supardi (2022)	✓	✓	✓	✓
Tsai (2022)	✓	✓	✓	✓

Table 5 The Synthesis of the Components of Organizational Commitment from Scholars and Researchers Both Domestically and Internationally.

6. With regard to the results of the in-depth interview, it reveals that regarding the Human

Resource Management component, experts no.1-4 agreed that all the sub-variables were part of Human Resource Management, while expert no.5 strongly agreed and provided comments consistent with the analysis result, noting that medical personnel were primarily concerned about their own safety and health, and that these research findings aligned with current human resource management practices in hospitals.

Regarding the Organizational Culture component, experts no.1-4 agreed with the mentioned sub-variables of Organizational Culture, and expert no.5 strongly agreed, commenting that Goals Achievement, Quality Achievement, Team Spirit, Capability and Innovation-supportive Orientation, Adaptive Orientation, and Coordination and Integration were all crucial aspects of organizational culture.

Regarding the Transformational Leadership component, experts no.1-5 agreed with the analysis results, commenting that the mentioned sub-variables were part of leadership. They further noted that Idealized Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation had a significant impact on transformational leadership.

Regarding the Talent Management component, experts no.1-5 agreed with the analysis results, commenting that the mentioned sub-variables were components of Talent Management. They emphasized that the medical field must retain talent, acquire talent, and develop talent to manage talented individuals to stay with the organization for as long as possible, and that the research results can be practically applied to current work.

Regarding the Organizational Commitment component, experts no.1-5 agreed with the analysis results, commenting that all the sub-variables can measure Organizational Commitment. They also noted that Behavioral Loyalty, Loyalty Attitude, Rational Loyalty, and Opportunity Loyalty help in analyzing the organizational commitment of personnel.

7. With regard to the analysis of the influence level of factors affecting Talent Management and Organizational Commitment of medical personnel in Thailand in both the public and private sectors, the researcher conducted an Exploratory Factor Analysis (EFA). The results indicated that the model demonstrated a good fit with the empirical data, with all six fit indices meeting the acceptance criteria: χ^2 /df = 1.020, CFI = 1.000, GFI = 0.973, AGFI = 0.954, RMSEA = 0.006, and RMR = 0.007. The influence level of each component on one another were as follows: Human Resource Management (HR) had an influence on Talent Management (TM) and Organizational Commitment (OM) at a level of -.43 and .67. Organizational Culture (OC) had an influence on Talent Management (TM) Talent Management (TM) and Organizational Commitment (OM) at a level of .74 and .00. Transformational Leadership (TL) had an influence on Talent Management (TM) and Organizational Commitment (OM) at a level of .23 and .24. Furthermore, Talent Management (TM) had an influence on Organizational Commitment (OM) at a level of .45, as illustrated in Figure 2.
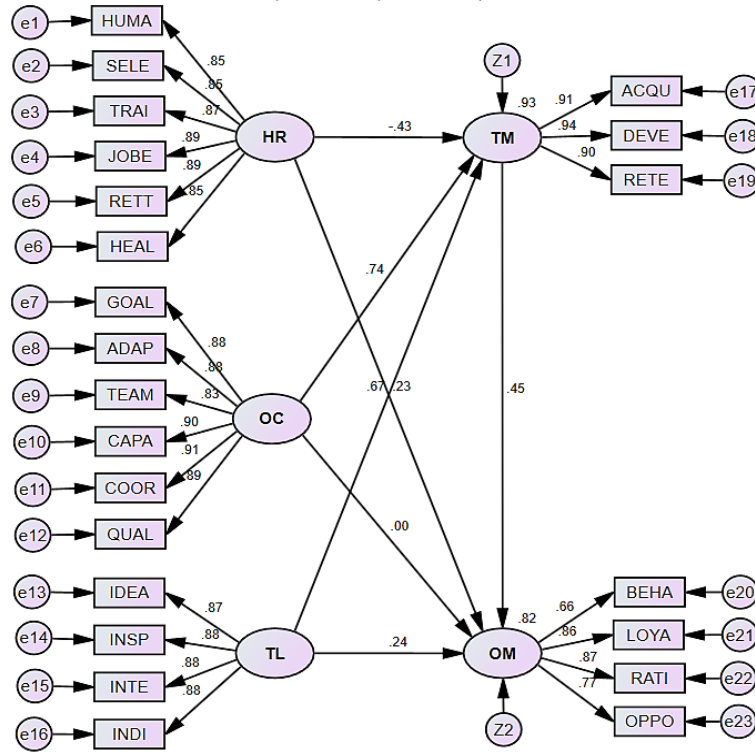
Chi-square = 166.190, Chi-square/df = 1.020, df = 163, p = .416, GFI = .973
CFI = 1.000, AGFI = .954, RMR = .007, RMSEA = .006

Figure 2 Shows the Results of the Analysis of Fit Index of the Model Created by the Researcher.

Discussion

Regarding the findings of the influence level of factors affecting the management of talent management and organizational commitment of medical personnel in Thailand, the results can be discussed as follows:

Human Resource Management affecting Talent Management was consistent with the studies of Dessler (2008), Islami (2021), Kiran et al. (2022), Edeh et al. (2022), Hassanein and Özgit (2022), which clearly show the importance of human resource management in terms of talent management and the linkage with the main principles of appropriate human resource management in order to create sustainable and more efficient performance in the organization. It is shown through the relationship table, as shown in Table 6.

Reference Researcher Name/Year	Human Resource Management						Talent Management		
	Human Resource	Selection	Training	Job Evaluation	Retention	Health and Safety	Talent Acquisition	Talent Development	Talent Retention
Dessler (2008)	✓	✓	✓	✓	✓	✓	✓	✓	✓

Reference									
Islami (2021)	✓	✓	✓	✓	✓	✓	✓		✓
Kiran et al. (2022)	✓	✓	✓	✓	✓		✓	✓	✓
Edeh et al. (2022)	✓		✓	✓	✓	✓	✓	✓	✓
Hassanein and Özgit (2022)	✓		✓	✓	✓	✓	✓	✓	✓

Table 6 The Relationship of Variables Between Human Resource Management and Talent Management.

Human Resource Management affecting Organizational Commitment was consistent with the studies of Pattrick and Mazhar (2019) Khan (2020) Islami (2021) Kokkaew et al. (2022) Vulpen (2023) that show the importance of personnel retention and occupational safety, employee attitudes and perceptions, and perceptions of opportunities the organization provides to employees, which make employees feel confident and committed to the organization, which is beneficial to human resource management in an efficient and sustainable system. It is shown through the relationship table, as shown in Table 7.

Reference Researcher Name/Year	Human Resource Management						Organizational Commitment			
	Human Resource	Selection	Training and Development	Job Evaluation	Retention	Health and Safety	Behavioral Loyalty	Loyalty Attitude	Rational Loyalty	Opportunity Loyalty
Pattrick and Mazhar (2019)	✓	✓	✓	✓		✓	✓	✓		
Khan (2020)	✓	✓	✓	✓	✓	✓	✓	✓		✓
Islami (2021)	✓	✓	✓	✓	✓	✓		✓	✓	
Kokkaew et al. (2022)	✓	✓	✓	✓			✓	✓	✓	
Vulpen (2023)	✓	✓	✓	✓			✓	✓		✓

Table 7 The Relationship of Variables Between Human Resource Management and Organizational Commitment.

Organizational Culture affecting Talent Management was consistent with the studies of Al Aina and Atan (2020) Al-Dalahmeh (2020) AlShehhi et al. (2021) Bamidele (2022) Aguilar-Rodríguez, Barcellos-Paula, and Artieda-Cajilema (2023), which showed that capability and innovation-supportive orientation and coordination and integration affected the development and retention of talent in the organization. The importance of goals achievement and team spirit of capability and innovation-supportive orientation, which affected talent management in many aspects. It is shown through the relationship table, as shown in Table 8.

Reference Researcher Name/Year	Organizational Culture						Talent Management		
	Goals Achievement	Adaptive Orientation	Team Spirit	Capability and innovation	Coordination and Integration	Quality Achievement	Talent Acquisition	Talent Development	Talent Retention
Al Aina and Atan (2020)	✓		✓	✓	✓		✓	✓	✓
Al-Dalahmeh (2020)	✓	✓	✓				✓	✓	✓
AlShehhi et al. (2021)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bamidele (2022)	✓	✓	✓			✓			✓
Aguilar-Rodríguez, Barcellos-Paula, and Artieda-Cajilema (2023)	✓		✓	✓	✓		✓	✓	

Table 8 the relationship of variables between Organizational Culture and Talent Management.

Organizational Culture affecting Organizational Commitment was consistent with the studies of Mir and Khan (2018) Tulcanaza-Prieto, Aguilar-Rodríguez, and Artieda (2021) AlShehhi et al. (2021) Aguilar-Rodríguez, Barcellos-Paula, and Artieda-Cajilema (2023), which showed the perception of opportunities and adaptation to effectively support trust and commitment, and the importance of promoting competence and innovation, and coordination and integration that affected employees' organizational commitment by focusing on behavior and perception of reasons to enable employees to have trust and commitment. It is shown through the relationship table, as shown in Table 9.

Reference Researcher Name/Year	Organizational Culture						Organizational Commitment			
	Goals Achievement	Adaptive Orientation	Team Spirit	Capability and	Coordination and	Quality Achievement	Behavioral Loyalty	Loyalty Attitude	Rational Loyalty	Opportunity Loyalty
Mir and Khan (2018)				✓	✓		✓	✓		✓
Tulcanaza-Prieto, Aguilar-Rodríguez,	✓	✓	✓	✓			✓	✓	✓	

and Artieda (2021)									
AlShehhi et al. (2021)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Aguilar-Rodríguez, Barcellos-Paula, and Artieda-Cajilema (2023)	✓		✓	✓	✓		✓	✓	✓	

Table 9 the relationship of variables between Organizational Culture and Organizational Commitment.

Transformational Leadership affecting Talent Management was consistent with the studies of Wongtree (2020) Hoai, Hung, and Nguyen (2022) King and Vaiman (2019) Galmai (2019) Sharma and Rathore (2020), who proposed that idealized influence was related to talent management and created a sense of being chosen as a good role model. Inspirational motivation and intellectual stimulation were additional components of transformational leadership, resulting in a significant relationship with talent management. The importance of individual consideration in recognizing and adapting to changing personnel needs affected the effective talent development and retention. It is an important part of appropriate and effective talent management in the organization. It is shown through the relationship table, as shown in Table 10.

Reference Researcher Name/Year	Transformational Leadership				Talent Management		
	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideratio	Talent Acquisition	Talent Development	Talent Retention
Wongtree (2020)	✓	✓	✓	✓	✓		✓
Hoai, Hung, and Nguyen (2022)	✓	✓	✓		✓	✓	
King and Vaiman (2019)	✓		✓	✓	✓	✓	✓
Galmai (2019)	✓		✓	✓	✓	✓	✓
Sharma and Rathore (2020)	✓	✓	✓		✓	✓	✓

Table 10 The Relationship of Variables Between Transformational Leadership and Talent Management.

Transformational Leadership affecting Organizational Commitment was consistent with the studies of Hiregoudar and Vani (2018) Olanrewaju and Okorie (2019) Al-Shibami et al. (2019) Karia and Asaari (2019) Aliekperova and Aliekperov (2023), which stated that Idealized Influence, Individual Consideration, Inspirational Motivation, and Intellectual Stimulation were related to organizational commitment that was demonstrated by Behavioral Loyalty, Loyalty Attitude, Rational Loyalty, and Opportunity Loyalty. It is shown through the relationship table, as shown in Table 11.

Reference Researcher Name/Year	Transformational Leadership				Organizational Commitment			
	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration	Behavioral Loyalty	Loyalty Attitude	Rational Loyalty	Opportunity Loyalty
Hiregoudar and Vani (2018)	✓	✓	✓			✓	✓	✓
Olanrewaju and Okorie (2019)	✓			✓		✓	✓	✓
Al-Shibami et al. (2019)		✓	✓	✓		✓	✓	✓
Karia and Asaari (2019)	✓				✓	✓	✓	✓
Aliekperova and Aliekperov (2023)	✓		✓	✓	✓	✓	✓	

Table 11 The Relationship of Variables Between Transformational Leadership and Organizational Commitment.

Talent Management affecting Organizational Commitment was consistent with the studies of King and Vaiman (2019) Karia and Asaari (2019) Li (2020) Hunter et al. (2021) Tsai (2022), which identified the importance of talent acquisition talent and talent development in creating organizational commitment by focusing on employee behaviors and attitudes towards the organization and creating positive attitudes and perceptions of reasons to create strong and sustainable organizational commitment in the long term. This resulted in employees feeling confident and committed to the organization. It is shown through the relationship table, as shown in Table 12.

Reference Researcher Name/Year	Talent Management			Organizational Commitment			
	Talent Acquisition	Talent Development	Talent Retention	Behavioral Loyalty	Loyalty Attitude	Rational Loyalty	Opportunity Loyalty
King and Vaiman (2019)	✓	✓	✓	✓	✓	✓	✓
Karia and Asaari (2019)	✓	✓	✓	✓	✓	✓	✓
Li (2020)	✓	✓	✓	✓	✓	✓	✓
Hunter et al. (2021)	✓	✓	✓	✓	✓	✓	✓
Tsai (2022)	✓	✓	✓	✓	✓	✓	✓

Table 12 Shows the Relationship of Variables Between Talent Management and Organizational Commitment.

Conclusion

In conclusion, according to the qualitative findings from the synthesis of factors influencing talent management and organizational commitment, the researchers found that there was a significant amount of data to support this study. However, challenges persist regarding the management of human resources, especially medical personnel. The findings of this research contribute to filling academic gaps by uncovering new knowledge that supports future scholarly work. It presents a model that integrates three component variables – Human Resource Management, Organizational Culture and Transformational Leadership – to examine their influence level on Talent Management and Organizational Commitment of medical personnel in Thailand. There have not been studies of model in this manner before. Moreover, the research results reinforce the globally similar needs of human resources through a multidimensional examination. The findings indicate that beyond basic human necessities, humans also require adequate organizational responses in other areas, such as recognition, social acceptance and reputation. A strong organizational culture is also essential for fostering a positive co-existence among personnel and for uniting employees within the organization to wholeheartedly dedicate themselves to achieve organization's goals. This positive motivation can cultivate transformational leadership among high-performing or talented people in the organization.

Recommendations

This research, conducted over a year, yields timely results that can be adapted for implementation in both public and private hospitals as follows:

1. In terms of applying the research findings for practices in the organization, for the human resource management, the organization should prioritize internal candidates before external recruitment, emphasize the assessment and communication of performance outcomes for all positions, focus on employee retention and workplace safety, including employee attitudes and perception of rationale and opportunity the organization offers. These can foster employee confidence with the aim of managing talent and cultivating talent's commitment to the organization.

2. In terms of applying the research findings for academic benefit, the empirical findings can be used to further develop research in the field of human resources to align with the constantly evolving areas of talent management and the cultivation of organizational commitment.

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