



Effect of Talent Management Practices on Employees' Personal Growth in Private Hospitals in Benghazi, Libya

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Authors

Alferjany M.A.O.A.*¹ PhD,

Alenzi M.A.S.¹ PhD,

Alias R.B.² PhD

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ABSTRACT

Aims The present study aimed to examine the effect of talent management (talent attraction, talent retention, talent development) on the personal growth of employees (growth mindset, metacognition, and self-authorship) in private hospitals in Benghazi, Libya.

Instruments & Methods This descriptive-analytical study was conducted in July 2022 using a questionnaire that was specifically designed for this purpose and had 29 paragraphs on a five-point Likert scale. The studied population consisted of the upper and middle managers of 5 private hospitals in Benghazi. 255 employees were selected to form a stratified random sample from the studied population with a response rate of 90.16%. Regression analysis was used to evaluate the effect of the independent variable on the dependent variable.

Findings A high level of application was observed for talent management, while the application of personal development was low. Also, the effect of talent management on individual growth was significant with $\beta=0.720$.

Conclusion Talent management practices affect positively employees' personal growth in private hospitals in Benghazi, Libya.

Keywords Talent; Growth; Private Hospitals

¹College of Graduate Studies, University Tenaga Nasional, Putrajaya, Malaysia

²Department of Graduate, Business school, University Tenaga Nasional, Putrajaya, Malaysia

*Correspondence

Address: College of Graduate Studies, Universti Tenaga Nasional, Malaysia, Putrajaya. Postal Code: 43000

Phone: +60 (174) 252274

Fax: -

pm20929@student.uniten.edu.my

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Introduction

Talent Management (TM) is very important for organizations, especially service ones, as organizations compete with each other to include distinguished talents for scientific progress and technical development, given the ever-increasing supply of job seekers and the scarcity of qualitative talent. It primarily depends on overcoming barriers, changing norms, creativity and innovation. Organizations can only do this by relying on each of their members in general and talented individuals in particular [1].

Talent management is the process of discovering talents, attracting them to work in the organization, integrating them into it, and developing, motivating, and retaining them. It can be practically defined as the process of attracting talents with high expertise, selecting the best and the most creative ones, and retaining and developing talents [2]. Integrated strategies and systems increase productivity by improving the processes developed to attract, retain, develop and utilize talented people and the skills needed to meet current and future business needs [3]. These meanings stressed that TM encompasses several factors, including recruiting, sustaining, inspiring, evolving, and succession planning. These aspects help determine the primary tasks and operations of TM, but not in determining the right way to carry them out. TM is a general term that encompasses a wide range of events and aspects of an organization's interaction with talented individuals. These measurements are defined in different ways by researchers as seen in Table 1. This research centered on three areas of talent management: talent attraction, talent retention, and talent development.

Table 1. Talent management practices

Author(s)	Practices
Gabrel [4]	Talent attraction, talent retention, talent development
Atheer & Biage [5]	Talent attraction, talent retention, talent development
Froidevaux et al. [6]	Talent attraction, retention, learning and development, and career management
Järvi & Khoreva [7]	Identifying talent, developing talent, deploying talent, and retaining talent
Meyers et al. [8]	Recruitment and selection, retention, succession planning, development approach
Alferjany [9]	Attracting, selecting, engaging, developing, and retaining employees
Sparrow & Makram [10]	Attracting, retaining, motivating, and developing the talented employees
Al Haziazi [11]	Succession planning, training, career management, coaching, and mentoring
Mitosis et al. [12]	Developing strategy, attracting and retaining, motivating and developing, deploying and managing, connecting and enabling

Personal growth is seen as a change within the individual that is emotional, cognitive, or behavioral, and is usually considered positive and makes the

employee even more complete and truly functional [13]. Personal growth is commonly known as a life-long cycle of enhancing an individual's identity and self-awareness, learning skills, and creating human resources to improve an individual's success at work and quality of life [14, 15], and indicates approaches and strategies that promote human growth on a personal level.

Maslow's theory emphasizes that a person has five fundamental needs, which are physiological needs, security needs, affiliation needs, esteem needs, and above all, self-actualization needs, which include full recognition of one's own potential or growth and personal growth [16]. Personal growth is mentioned in the six variables of psychological well-being defined by the proposed model of Carol Ryff [1], besides autonomy, environmental mastery, supportive relationships with colleagues, the meaning of life, and self-acceptance. She established three main axes of personal growth: power, awareness, and self-development [17]. Nowadays, personal growth is widely achieved through workshops, social interactions, work coaching, learning programs, and techniques for time management [18, 19].

Therefore, the present study aimed to highlight the positive effect of talent management (talent attraction, talent retention, talent development) on the personal growth of employees (growth mindset, metacognition, and self-authorship) in private hospitals in Benghazi.

Instruments and Methods

A descriptive analytical approach was adopted to study the relationship between all main and sub-variables, whose data was derived from the studied population. The studied population consisted of the upper and middle managers of 5 private hospitals in Benghazi. The number of senior managers reached 149 and the number of middle managers reached 608. In this way, the total number of the population for the research was 760 managers. After determining the statistical population, 255 people were selected by stratified random sampling from upper and middle managers [20, 21].

The study tool was adapted from previous studies and modified to suit the current study using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). In the studies of Gabrel [4] and Atheer et al. [5], this instrument had high statistical validity (0.950-0.983), and high reliability (Cronbach's alpha=0.904-0.967). Personal Growth (PG) was measured with the instrument of Le Cunff [13] and Meyers et al. [8], which obtained high statistical validity (0.962) and high reliability (Cronbach's alpha = 0.937). Robitschek [19] originally created this scale and developed it in 2014, which includes three

constructs namely: growth mindset, metacognition, and self-authorship and is divided into three items for each construct.

The researcher distributed 255 questionnaires among the study sample members, and a total of 230 questionnaires (90.16%) were retrieved. After reviewing the retrieved questionnaires, it was found that 19 questionnaires are invalid. Thus, the number of valid questionnaires for analysis was 211 (81%). Cronbach's alpha internal consistency test was used to calculate the reliability coefficient, and the researcher used his study tool in its final form on a stable sample that included 11 people outside the study sample [20, 22].

The conceptual framework of this study is shown in Figure 1. In this framework, talent management is an independent variable and personal growth is a dependent variable.

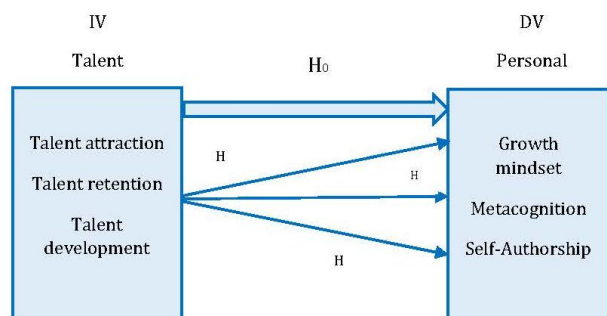


Figure 1. Theoretical framework

Note. IV= Independent variable, DV= Dependent variable

To answer the questions of this study and test the hypotheses, the researchers used frequencies and percentages to describe the demographic variables of the study sample. In order to identify the reality of the application of the studied variables with their different dimensions, talent management and individual growth in the private hospitals of Benghazi city, the researchers used arithmetic means and standard deviation [23]. Finally, to show the effect of the independent variable on more than one dependent variable, the researcher utilized multiple regression analysis. Multiple regression analysis was used to investigate the effect of talent management practices (talent attraction, talent retention, talent development) on the personal growth of employees in private hospitals in Benghazi [24].

Findings

Table 2 presents the functional and personal characteristics of the respondents in terms of gender, age, educational level, occupational level, work experience in the current job, and work experience in the current hospital.

Table 2. Frequency distribution of personal and functional characteristics of respondents

Variable	No. (%)
Gender	
Male	148 (70.14)
Female	63 (29.86)
Age, years	
30 or less	17 (8.05)
30-40	47 (22.28)
41-50	105 (49.77)
More than 50	42 (19.90)
Degree of education	
Bachelor or less	107 (50.71)
Master	67 (31.75)
Doctorate	37 (17.54)
Occupational level	
Upper	42 (19.90)
Middle	169 (80.10)
Work experience in current job	
Less than 5 years	16 (7.58)
5-10	54 (25.59)
11-20	113 (53.56)
More than 20 years	28 (13.27)
Work experience in the current hospital	
Less than 5 years	13 (6.16)
5-10	49 (23.22)
11-20	108 (51.19)
More than 20 years	41 (19.43)
Total	211 (100)

Table 3 presents the stability values of the main variables, which indicates that, in general, the study instrument has a high stability coefficient and its ability to achieve the study objectives is good.

Table 3. Stability values of the main study variables (Cronbach's alpha)

Variable	Number of items	Cronbach's alpha
Talent management	20	0.866
Talent attraction	7	0.745
Talent retention	7	0.746
Talent development	6	0.718
Personal growth	9	0.835
Growth mindset	3	0.737
Metacognition	3	0.785
Self-authorship	3	0.764

The mean scores of talent attraction were between 3.82 - 4.28 with a total mean of 4.04, which "Different sources are used to attract talents" with an arithmetic mean of 4.28 was higher than the general arithmetic mean (4.04), while "The hospital plans to attract talented staff" was ranked seventh with a mean of 3.82, which was lower than the general arithmetic mean (Table 4).

The mean scores of talent retention were between 3.82 - 4.23 with a total mean of 3.98, which "Talented employees are treated more like partners than employees" with an arithmetic mean of 4.23 was higher than the general arithmetic mean, while "The hospital uses qualitative methods to determine its needs from talents" was ranked seventh with a

mean of 3.82, which was lower than the general arithmetic mean (Table 4).

The mean scores of talent development were between 3.89 - 4.01 with a total mean of 3.95, which "The hospital seeks to improve the knowledge of talented employees through seminars" with an arithmetic mean of 4.01 was higher than the general arithmetic mean, while "The hospital has policies that encourage career development" was ranked sixth with a mean of 3.89, which was lower than the general arithmetic mean (Table 4).

Table 4. Mean scores of talent management in private hospitals in Benghazi

Variables	Mean±SD	Importance of item
Talent attraction		
The hospital conducts regular predictive studies to determine its talent needs.	4.18±0.770	2
The hospital relies on modern methods to search for talents.	4.03±0.752	4
Future business needs are determined in light of current and future requirements.	4.05±0.869	3
The hospital conducts a gap analysis to determine its talent needs.	3.94±0.921	6
The hospital plans to attract talented staff.	3.82±0.892	7
There is a specialized department in the process of attracting talents.	3.96±0.852	5
Different sources are used to attract talent.	4.28±0.758	1
Overall	4.04±0.524	-
Talent retention		
The hospital makes great efforts to utilize internal talents before announcing any vacancy.	4.01±0.842	3
The hospital regularly evaluates existing talents.	3.90±0.783	6
Qualitative methods are used to determine talent needs.	3.82±0.794	7
The hospital offers salaries and incentives for talented employees.	4.06±0.857	2
Talented staff are respected and appropriately valued.	3.95±0.869	4
Talented employees are treated more like partners than employees.	4.23±0.772	1
Talented employees are given fair promotion opportunities.	3.92±0.830	5
Overall	3.98±0.497	-
Talent development		
The hospital has an effective reward system for talented employees.	3.96±0.904	3
There are effective training programs to develop the capabilities of talented employees.	3.92±0.815	5
The hospital seeks to improve the knowledge of talented employees through seminars.	4.01±0.825	1
The hospital creates a positive environment that helps improve knowledge sharing among talented employees.	4.00±0.876	2
The hospital has policies that encourage career development.	3.89±0.829	6
The hospital provides development opportunities for talented employees.	3.95±0.776	4
Overall	3.95±0.523	-

The mean scores of growth mindset were between 1.74 - 2.34 with a total mean of 2.00, which "I understand how to make the specific changes that I need in my working life" with an arithmetic mean of 2.34 was higher than the general arithmetic mean, while "I have a strong sense of where I am heading in my working life" was ranked third with a mean of 1.74, which was lower than the general arithmetic mean (Table 5).

The mean scores of growth metacognition were between 1.45 - 2.37 with a total mean of 1.99, which "I realize what I need to get started toward reaching my goals" with an arithmetic mean of 2.37 was higher than the general arithmetic mean, while "I have a clear action plan to support me in reaching my targets" was ranked third with a mean of 1.45, which was lower than the general arithmetic mean (Table 5).

Finally, the mean scores of growth self-authorship were between 2.00 - 3.12 with a total mean of 2.43, which "I take charge of my working life" with an arithmetic mean of 3.12 was higher than the general arithmetic mean, while "I understand what my unique contribution to the work might be" was ranked third with a mean of 2.00, which was lower than the general arithmetic mean (Table 5).

Table 5. Mean scores of personal growth in private hospitals in Benghazi

Variables	Mean±SD	Importance of item
Growth mindset		
I understand how to make the specific changes that I need in my working life.	2.34±0.851	1
I have a strong sense of where I am heading in my working life.	1.74±0.918	3
I initiate the transition process once I want to change something in my working life.	1.92±0.822	2
Overall	2.00±0.546	-
Metacognition		
I can choose what role I want to play in a group.	2.14±0.938	2
I realize what I need to get started toward reaching my goals.	2.37±0.902	1
I have a clear action plan to support me in reaching my targets.	1.45±0.791	3
Overall	1.99±0.534	-
Self-authorship		
I take charge of my working life.	3.12±0.715	1
I understand what my unique contribution to the work might be.	2.00±0.836	3
I have a method for making my working life more balanced.	2.17±0.842	2
Overall	2.43±0.508	-

Talent management (talent attraction, talent retention, talent development) had a statistically significant effect at the level of $\alpha \leq 0.05$ on PG in private hospitals in Benghazi. As the correlation coefficient (R) was 0.722, the coefficient of determination (R²) was 0.522, which means 0.522 of

changes in PG in private hospitals were due to changes in talent management (talent attraction, talent retention, talent development). In this regard, the adjusted R^2 coefficient of determination was 0.515; this illustrates the net degree of interest in talent management in all of its dimensions, after excluding the values of standard errors derived from PG. The value of the effect coefficient β to attract talent was 0.301, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 4.667. The value of the effect coefficient β to retain talent was 0.301, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 4.546. While the value of the effect coefficient β to develop talent was 0.235, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 3.515; This means that if interest in talent management (talent attraction, talent retention, talent development) increases by one degree, the PG for talent attraction increases by 0.301, talent retention by 0.301, and talent development by 0.235. The significance of this effect is proven by the calculated F value of the effect model, which reached 75.294, which is a function at the level of $\alpha \leq 0.05$ (Table 6).

Talent management (talent attraction, talent retention, talent development) had a statistically significant effect at the level of $\alpha \leq 0.05$ on the growth mindset in private hospitals in Benghazi. As the correlation coefficient (R) was 0.586, the coefficient of determination (R^2) was 0.343, which means 0.343 of changes in a growth mindset in private hospitals were due to changes in talent management (talent attraction, talent retention, talent development). In this regard, the adjusted R^2 coefficient of determination was 0.333, which indicates the net degree of interest in talent management. The value of the effect coefficient β to attract talent was 0.279, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 3.689. The value of the effect coefficient β to retain talent was 0.214, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 2.760. While the value of the effect coefficient β to develop talent was 0.185, and it was a function at the level of $\alpha \leq 0.05$, what proved this significance was the calculated T value for the same variable, which was 2.358; This confirms that if interest in talent management (talent attraction, talent retention, talent development) increases by one degree, the growth mindset for talent attraction increases by 0.279, talent retention by 0.214, and talent development by 0.185. The significance of this effect is proven by the calculated F value of the effect model, which reached

36.018, which is a function at the level of $\alpha \leq 0.05$ (Table 6).

Talent management (talent attraction, talent retention, talent development) had a statistically significant effect at the level of $\alpha \leq 0.05$ on metacognition in private hospitals in Benghazi. As the correlation coefficient (R) was 0.636, the coefficient of determination (R^2) was 0.405, which means 0.405 of changes in metacognition in private hospitals were due to changes in talent management (talent attraction, talent retention, and talent development). In this regard, the adjusted R^2 coefficient of determination was 0.396, which indicates the net degree of interest in talent management. The value of the effect coefficient β to attract talent was 0.216, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 3.003. The value of the effect coefficient β to retain talent was 0.183, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 2.473. While the value of the effect coefficient β to develop talent was 0.334, and it was a function at the level of $\alpha \leq 0.05$, what proved this significance was the calculated T value for the same variable, which was 2.467; This confirms that if interest in talent management (talent attraction, talent retention, talent development) increases by one degree, the metacognition for talent attraction increases by 0.216, talent retention by 0.183, and talent development by 0.334. The significance of this effect is proven by the calculated F value of the effect model, which reached 46.870, which is a function at the level of $\alpha \leq 0.05$ (Table 6).

Talent management (talent attraction, talent retention) had a statistically significant effect at the level of $\alpha \leq 0.05$ on self-authorship in private hospitals in Benghazi. As the correlation coefficient (R) was 0.594, the coefficient of determination (R^2) was 0.353, which means 0.353 of changes in self-authorship in private hospitals were due to changes in talent management (talent attraction, talent retention). In this regard, the adjusted R^2 coefficient of determination was 0.343, which indicates the net degree of interest in talent management. The value of the effect coefficient β to attract talent was 0.258, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 3.431. The value of the effect coefficient β to retain talent was 0.361, and it was a function at the level of $\alpha \leq 0.05$, and what proved this significance was the calculated T value for the same variable, which was 4.680; This confirms that if interest in talent management (talent attraction, talent retention) increases by one degree, the self-authorship for talent attraction increases by 0.258 and talent retention by 0.361. The significance of this effect is proven by the calculated F value of the effect model, which reached

Table 6. The results of multiple regression analysis for the effect of talent management on personal growth in private hospitals in Benghazi

DV	Model summary			ANOVA		Coefficients			
	R	R ²	Adjusted R ²	F	df	Sig	β	T	Sig
PG	0.722	0.522	0.515	75.294	Regression 3	0.000	TA 0.301	4.667	0.000
					The rest	0.000	TR 0.301	4.546	0.001
					Total 210	0.000	TD 0.235	3.515	0.000
GM	0.586	0.343	0.333	36.018	Regression 3	0.000	TA 0.279	3.689	0.000
					The rest	0.000	TR 0.214	2.760	0.006
					Total 210	0.000	TD 0.185	2.358	0.019
ME	0.636	0.405	0.396	46.870	Regression 3	0.000	TA 0.216	3.003	0.003
					The rest	0.000	TR 0.183	2.473	0.014
					Total 210	0.000	TD 0.334	4.467	0.000
SA	0.594	0.353	0.343	37.613	Regression 3	0.000	TA 0.258	3.431	0.001
					The rest	0.000	TR 0.361	4.680	0.000
					Total 210	0.000	TD 0.055	0.704	0.482

DV: Dependent variable, GM: Growth mindset, ME: Metacognition, SA: Self-authorship, TA: Talent attraction, TR: Talent retention, TD: Talent development

Discussion

The present study aimed to highlight the positive effect of talent management (talent attraction, talent retention, talent development) on the personal growth of employees (growth mindset, metacognition, and self-authorship) in private hospitals in Benghazi.

The answers of the respondents about talent management indicated the high reality of talent attraction, talent retention, and talent development in private hospitals in the city of Benghazi, and the low dispersion in the responses reflected the convergence in the respondents' views on the dimensions of talent management in private hospitals in Benghazi [25], and also indicated the convergence in the arithmetic mean values. Generally, it seems that the reality of talent attraction, talent retention, and talent development in private hospitals has been high from the perspective of the respondents of the study.

The answers of the respondents about personal growth indicated the low reality of growth mindset, metacognition, and self-authorship in private hospitals in the city of Benghazi, and the low dispersion in the responses reflected the convergence in the respondents' views on the dimensions of personal growth in private hospitals in Benghazi [25], and also indicated the convergence in the arithmetic mean values. Generally, it seems that the reality of growth mindset, metacognition, and self-authorship in private hospitals has been low from the perspective of the respondents of the study.

Based on the findings of the current study, the recommendations and proposals can be divided into a set of practical recommendations of interest to the management of the surveyed hospitals, and a practical one related to researchers and students in the field of business administration:

1. Paying attention to talent management due to its important role in enhancing the employees' personal growth and improving their current and future knowledge and performance in front of stakeholders
 2. Create and present clear plans to attract talented staff that will improve the hospital's position and deprive competitors of taking them.
 3. Paying attention to the policies that help professional and career development to play an important role in developing talents in a thoughtful manner and in line with the needs of the hospital to bridge the knowledge and professional gaps.
 4. Evaluating the available human competencies and determining whether they match the current and future needs of the hospital and providing fair promotion opportunities to all employees based on their talent and competency.
 5. Observing the interests of employees, defending their rights, and, helping them in times of need contribute to building and enhancing trust between employees and hospital administration, so that the average of these dimensions was obtained in the results of this study.
 6. Providing an environment that encourages creativity, innovation, and more interest in new ideas presented by employees, helps to improve the services provided and increase the morale of employees.
 7. The keenness to provide services that meet the needs of the community and take into account the requirements of each category and the diversity of services contributes to increasing the social responsibility of the hospital inside and outside the hospital.
 8. Providing all the technical requirements for the development of the services provided based on the latest technological tools and constantly updated systems and thus increasing the efficiency in providing services contributes to improving the personal growth of employees and increasing the level of customer satisfaction and loyalty.
- Recently, organizations have been interested in improving the personal growth of their employees to ensure sustainability and achieve a competitive advantage, and as a result, the researcher suggests:
1. Studying the reality of personal growth management in different organizations and its practices and impact on performance, sustainability, and talent retention
 2. Studying the impact of personal growth on some organizational factors such as communications, improving the organization's reputation, and some personal factors such as

employees' satisfaction, loyalty, and decision making.

This research has several limitations that should be considered. The primary restriction of this study is the sort of respondents. Workers in private hospitals in Benghazi comprised the sample size. It is advised that a larger sample size, one that is not deemed a convenient sample and covers many disciplines, be used to increase the study's robustness. Another point of contention is from the variables' measurement. Face validity was employed in the construction of the questionnaire, and we relied on a team of professionals to design our survey instrument. Because this is one of the few researches that assess talent management practices and personal growth, the questionnaire should be re-evaluated to ensure its reliability and validity.

Conclusion

Talent management plays an important role in organizations, employees, and overall performance. Therefore, TM has become increasingly urgent for both organizations and employees. Furthermore, TM should be a strategic requirement for any organization seeking to update the skills and knowledge of its employees to achieve PG. A higher level of personal growth can lead to self-efficacy and job satisfaction, positively impacting organizational well-being and effectiveness.

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Ethical Permission: We, the authors, declare that all data involved in this research were extracted and collected with the consent of all participants.

Conflict of Interests: The authors declare that they have no competing interests.

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