

**Arab American University
Faculty of Graduate Studies
Department of Administrative and Financial Sciences
Master Program in Human Resource Management**



**The Impact of Talent Management on Employee Performance
in the West Bank Healthcare Sector: The Mediating Role of
Work-Life Balance**

**Enas Raef Ismael Thaher
202112821**

**Supervision Committee:
Dr. Marwan Milhem
Dr. Emad Waladali
Dr. Salwa Barghouthi**

**This Thesis Was Submitted in Partial Fulfillment of the
Requirements for the Master Degree in
Human Resources Management**

Palestine, 10/2025

©Arab American University. All rights reserved.

Arab American University
Faculty of Graduate Studies
Department of Administrative and Financial Sciences
Master Program in Human Resource Management



Thesis Approval

The Impact of Talent Management on Employee Performance in the West Bank Healthcare Sector: The Mediating Role of Work-Life Balance

Enas Raef Ismael Thaher

202112821

This thesis was defended successfully on 2/10/2025 and approved by:

Thesis Committee Members:

Name	Title
1. Dr. Marwan Milhim	Main Supervisor
2. Dr. Emad Waladali	Member of Supervision Committee
3. Dr. Salwa Barghouthi	Member of Supervision Committee

Signature

Palestine, 10/2025

Declaration

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

Student Name: Enas Raef Ismael Thaher

Student ID: 202112821

Signature: Enas Thaher

Date of Submitting the Final Version of the Thesis: 02/11/2025

Dedication

I dedicate this thesis to myself...

To the woman who moved forward with ambition, seeking learning, growth, and becoming the best version of herself. This thesis represents a significant chapter in my professional, humanistic, and scientific journey. As a speech therapist, I realized that beyond a profession lies a greater duty: serving both Humanity and Science.

To my father, Raef Thaher, always bigger than life, my protector, my source of strength, and my security blanket.

To my mother, Arwa Thaher, my role model and source of knowledge and light, who instilled in me the love of learning.

To my backbone, my brothers Al-Ameen, Al-Mamon, Fares, and Drgham, and my beloved sisters Dunea, Lama, and Ghina, who kept pushing and supporting me.

To my patients and their stories, which are my greatest source of inspiration.

To my friends, who shared the sincerest cheer and the warmest smiles that have always encompassed me on this journey.

Lastly, to Humanity, particularly the humanity being murdered in Palestine, may this work serve as a modest reminder of the urgent need to preserve dignity, mercy, and the sanctity of life.

Enas Raef Ismael Thaher

Acknowledgements

I am deeply grateful to my main supervisor, Dr. Marwan Milhem, whose exceptional guidance and unwavering support shaped every stage of this research. His profound expertise, patience, and methodological precision provided me with a clear path to follow, step by step, throughout the journey of this dissertation. I am sincerely appreciative of his dedication, constructive feedback, and continuous encouragement that have been instrumental in the completion of this work.

My heartfelt thanks also go to my co-supervisors, Dr. Emad Waladali and Dr. Salwa Barghouthi, for their valuable insights and academic contributions that enriched this study.

To my beloved family, your unconditional love and faith in me have always been my greatest strength and motivation.

Finally, to all those who offered kindness, inspiration, and support, whether in big or small ways, please accept my deepest gratitude.

Enas Raef Ismael Thaher

The Impact of Talent Management on Employee Performance in the West Bank Healthcare Sector: The Mediating Role of Work-Life Balance

Enas Raef Ismael Thaher

Supervision Committee

Dr. Marwan Milhem

Dr. Emad Waladali

Dr. Salwa Barghouthi

Abstract

This study aims to investigate the mediating effects of work-life balance in the relationship between perceived talent management and employee performance in Palestine. The study employed a cross-sectional and quantitative study of a descriptive correlational type. The population in this study comprised 30,400 workers in the healthcare sector in the West Bank, Palestine. A sample of 395 healthcare workers in the selected hospitals in the West Bank was selected based on probability multistage random sampling. A set of self-administered questionnaire surveys was established by adopting and adapting theories and previous studies, which served as the instrument for data collection and was validated through expert review and pre-testing. The field study data were analyzed using Structural Equation Modeling (SEM) with the aid of Smart-PLS to test the hypotheses. The study found that talent management has no significant direct effect on employee performance ($p = 0.549$), but it improves work-life balance significantly ($p < 0.001$), which in turn leads to better employee performance ($p < 0.001$). The relationship between talent management and employee performance was found to be fully mediated by work-life balance. It follows that talent management alone could not significantly enhance employee performance and further requires work-life balance as an important mediator. This highlights the urgency of the Palestinian Ministry of Health to work with hospitals to construct a national performance-management system (PMS) that recognizes performance-based HR practices that are integrated with work-life balance programs. Furthermore, setting up a national workforce observatory would track migration and help tackle the expected shortfall of manpower in 2030. Further research should focus on comprehensive performance systems that include statistical performance measures and systemic evaluations of employees, as well as employee intentions and retention measures. These moves will strengthen the resilience of the organizations and create a greater sense of commitment to provide services to Palestine and reduce migration, and maintain a sustainable health system.

Keywords: talent management, employee performance, work-life balance, healthcare sector, West Bank.

Table of Contents

#	Title	Page
	Declaration.....	I
	Dedication.....	II
	Acknowledgements.....	III
	Abstract.....	IV
	List of Tables.....	IX
	List of Figures.....	XI
	List of Appendices.....	XII
	List of Definitions of Abbreviations.....	XIII
	Chapter One: Introduction.....	1
1.1	Background to the Study.....	1
1.2	Problem Statement.....	3
1.3	Research Significance.....	7
1.4	Research Questions.....	7
1.5	Research Objectives.....	8
1.6	Research Hypotheses.....	8
1.7	Scope and Delimitation of the Study.....	8
1.8	Organization of the Study.....	9
1.9	Concepts of the Study.....	10
1.10	Summary.....	12
	Chapter Two: Theoretical Framework and Previous Studies (Literature Review).....	13
2.1	Introduction.....	13
2.2.1	The Theories of Talent Management.....	13
2.2.2	The Theories of Work-Life Balance.....	14
2.2.3	The Theories of Employee Performance.....	16
2.3	Previous Studies (Literature Review).....	17
2.3.1	Research Related to Talent Management.....	17
2.3.2	Research Related to Work-Life Balance.....	21
2.3.2.1	Talent Management and Work-Life Balance.....	25
2.3.3	Research Related to Employee Performance.....	27
2.3.3.1	Talent Management and Employee Performance.....	30
2.3.3.2	Work-Life Balance and Employee Performance.....	32

2.4 The Causal Impact of Talent Management, Work-Life Balance, and Employee Performance in the Context of Palestinian	34
2.5 Research Gaps.....	34
2.6 Critical Analysis of Previous Studies	36
2.7 Conceptual Framework and Formulation of Hypotheses	38
2.7.1 Introduction.....	38
2.7.2 Conceptual Framework.....	38
2.7.3 Formulation of Hypotheses.....	38
2.7.3.1 Talent Management and Employee Performance	39
2.7.3.1Talent Management and Work-Life Balance.....	39
2.7.3.3 Work-Life Balance and Employee Performance	39
2.7.3.4 The Mediation of Work-Life Balance on the Effect of Talent Management on Employee Performance	40
2.8 Summary	40
Chapter Three: Research Methodology	41
3.1 Introduction.....	41
3.2 Research Design	41
3.3 Study Population and Sample	42
3.3.1 Population	42
3.3.2 Sample Design (Sampling Method).....	43
3.3.3 Sample Size.....	44
3.4 Measurement of Constructs	45
3.5 Questionnaire Design.....	47
3.5.1 Demographic Information (Section A)	47
3.5.2 Talent Management (Independent Variable)	50
3.5.3 Work-Life Balance (Mediator Variable)	52
3.5.4 Employee Performance (Dependent Variable)	54
3.6 Instrument Validation and Reliability.....	56
3.7 Data Analysis Techniques	58
3.8 Data Collection Procedures	58
3.9 Potential Limitations.....	60
Chapter Four: Results and Data Analysis	61
4.1 Introduction.....	61
4.2 Descriptive Statistics.....	61
4.2.1 Sample Characteristics.....	61
4.2.2 Talent Management	63

4.2.2.1 Talent Acquisition.....	64
4.2.2.2 Talent Retention.....	66
4.2.2.2 Talent Development.....	67
4.2.3 Work-Life Balance	68
4.2.3.1 Time balance	69
4.2.3.2 Participation Balance	70
4.2.3.3 Satisfaction Balance.....	71
4.2.4 Employee Performance.....	72
4.2.4.1 Task Performance	73
4.2.4.2 Adaptive Performance	74
4.2.4.3 Contextual Performance	75
4.3 Study Model Evaluation	76
4.3.1 Measurement Model Evaluation.....	76
4.3.1.1 Convergent Validity.....	76
4.3.1.1.1 Outer Loading	77
4.3.1.1.2 Average Variance Extracted (AVE)	77
4.3.1.2 Discriminant Validity	79
4.3.1.2.1 Cross Loading	79
4.3.1.2.2 Fornell-Larcker Criterion.....	79
4.3.1.3 Internal Consistency Reliability.....	81
4.3.2 Structural Model Evaluation.....	83
4.3.2.1 Collinearity Test	83
4.3.2.2 Coefficient of determination (R^2)	84
4.3.2.3 Predictive Relevance (Q^2).....	84
4.3.2.4 Effect Size (f^2).....	86
4.3.2.5 Testing the Hypotheses (Inter-Relationship/Cause and Effect between Constructs of TM, WB, and EP).....	86
4.3.2.5.1 Hypothesis 1: Talent Management and Employee Performance.....	87
4.3.2.5.2 Hypothesis 2: Talent Management and Work-Life Balance	88
4.3.2.5.3 Hypothesis 3: Work-Life Balance and Employee Performance	89
4.3.2.5.4 Hypothesis 4: Talent Management, Work-Life Balance, and Employee Performance	89
Chapter Five: Discussion of Results and Recommendations	91
5.1 Overview.....	91
5.2 Discussion of Results.....	91

5.2.1 Talent Management and Employee Performance	91
5.2.2 Talent Management and Work-Life Balance.....	93
5.2.3 Work-Life Balance and Employee Performance	95
5.2.4 Talent Management, Work-Life Balance, and Employee Performance	96
5.3 Recommendations.....	98
5.4 Limitations of the Study	103
5.5 Conclusion	104
References.....	105
Appendices.....	120
المخلص.....	137

List of Tables

Table #	Title of Table	Page
Table 2.1:	Summary of Previous Studies of Talent Management	20
Table 2.2:	Summary of Previous Studies of Work-Life Balance	24
Table 2.3:	Summary of Previous Studies of Talent Management and Work-Life Balance	26
Table 2.4:	Summary of Previous Studies of Employee Performance.....	29
Table 2.5:	Summary of Previous Studies of Talent Management and Employee Performance	31
Table 2.6:	Summary of Previous Studies of Work-Life Balance and Employee Performance	33
Table 3.1:	Minimum Sample Size Requirements for SEM Based on Model Complexity	45
Table 3.2:	Items in Demographic Information	50
Table 3.3:	17 Items of Talent Management	51
Table 3.4:	22 Items of Work-Life Balance	53
Table 3.5:	22 Items of Employee Performance	55
Table 4.1:	Results of Analyzing the Sample Characteristics.....	61
Table 4.2:	Mean, Standard Deviation, and Percentage Weight of Talent Management Dimensions	64
Table 4.3:	Mean, Rank, Standard Deviation, and Percentage Weight of Talent Acquisition Statement.....	65
Table 4.4:	Mean, Rank Standard Deviation, and Percentage Weight of Talent Retention Statements.....	66
Table 4.5:	Mean, Rank, Standard Deviation, and Percentage Weight of Talent Development Statements	67
Table 4.6:	Mean, Standard Deviation, and Percentage Weight of Organizational Culture Dimensions	68
Table 4.7:	Mean, Rank, Standard Deviation, and Percentage Weight of Process Time Balance Statements	69
Table 4.8:	Mean, Rank, Standard Deviation, and Percentage Weight of Participation Balance Statements	70
Table 4.9:	Mean, Rank, Standard Deviation, and Percentage Weight of Satisfaction Balance Statements	71
Table 4.10:	Mean, Standard Deviation, And Percentage Weight of Organizational Culture Dimensions	72

Table 4.11: Mean, Rank, Standard Deviation, and Percentage Weight of Satisfaction Balance Statements	73
Table 4.12: Mean, Rank, Standard Deviation, and Percentage Weight of Adaptive Performance Statements	74
Table 4.13: Mean, Rank, Standard Deviation, and Percentage Weight of Contextual Performance Statements	75
Table 4.14: Result of Average Variance Extracted (AVE)	78
Table 4.15: Fornell-Larcker Criterion for First-Order Construct	80
Table 4.16: Fornell-Larcker Criterion for Second-Order Construct.....	80
Table 4.17: Result of Cronbach's alpha (CA) and Composite Reliability (CR) Coefficients.....	82
Table 4.18: Collinearity Assessment	83
Table 4.19: Result of R^2	84
Table 4.20: Result of Q^2	85
Table 4.21: Result of Effect Size (f^2)	86
Table 4.22: Result of the First Hypothesis	88
Table 4.23: Result of the Second Hypothesis	89
Table 4.24: Result of the Third Hypothesis	89
Table 4.25: Result of the Fourth Hypothesis	90

List of Figures

Figure #	Title of Figure	Page
Figure 2.1	Displays the Conceptual Framework for this Study.....	38
Figure 4.1:	Measurement Model; Value in the Path Represents the Outer Loading of the Indicator	77
Figure 4.2:	Result of Path Analysis; Values in the Inner Model Represent the Path Coefficient (P-Value); Values in the Outer Model Represent the P-Value	87

List of Appendices

Appendix #	Title of Appendix	Page
Appendix A:	Questionnaire Revision	120
Appendix B :	Questionnaire –Arabic.....	121
Appendix C :	Questionnaire – English	130

List of Definitions of Abbreviations

AP	Adaptive Performance
CD	Career Development
CP	Contextual Performance
EP	Employee Performance
HR	Human Resources
HRM	Human Resource Management
KPI	Key Performance Indicator
LD	Leadership Development
PLS-SEM	Partial Least Squares Structural Equation Modeling
PB	Participation Balance
SB	Satisfaction Balance
TM	Talent Management
TA	Talent Acquisition
TR	Talent Retention
TD	Talent Development
TP	Task Performance
TB	Time Balance
WHO	World Health Organization
WB	Work-Life Balance

Chapter One: Introduction

1.1 Background to the Study

In today's volatile, interconnected world economy, organizations are facing great challenges due to globalization, technological improvements, fierce competition, and changing labor demographics. Globalization requires the administration of distributed teams and extends the functional borders of the companies, favoring the hyper-competition that requires effectiveness, creativity, and innovation (Caligiuri et al., 2024). For employees to stay competitive, they constantly have to reskill and upskill due to the ever-advancing technology, especially automation and artificial intelligence challenges that have to be faced (World Health Organization, 2023). At the same time, demographic changes such as an aging workforce and workforce diversity require inclusive management practices that cater to the special needs of employees, as well as generate their diverse perspectives collaboratively to promote productivity (Bailey et al., 2018).

Human resources has developed as the determining success factor in organizations in the global dimension. The attraction, retention, and development of talent are observed to be serious problems for companies from different industries and sectors, which is considered a necessity for gaining a competitive edge (Alhammadi, 2023; Anwar & Abdullah, 2021). The formulation of a long-term plan and the practice of processes that include recruiting, screening, training, developing, and retaining competent staff are the core of effective talent management (Bibi, 2019). SMEs engaging in training are more likely to increase employee performance, operational productivity, and long-term persistence in business (Urme, 2023).

As for organizational performance, there has always been a close relationship between it and employee performance. High-achieving individuals enable effective task performance and the success of the organization (Keshwan et al., 2022; Robinson, 2024). Indeed, the literature suggests that firms with strong performance management and talent management systems consistently outperform their competitors regarding both financial and operational indicators (Roziq et al., 2021; Chourasia & Bahuguna, 2024). Thus, talent management itself has developed into a strategic competency that ensures alignment of employee capabilities and organizational strategy rather than purely as an administrative HR practice (Hadijah, 2023).

One of the critical areas where efficient staff management is of great concern is in the health sector, especially in developing countries. A lack of skills, permanent staff shortfalls, high staff turnover, and institutional equity are just a few of the healthcare organization-related characteristics that are considered special challenges (Pereira et al., 2022). COVID-19 strengthened these pressures and showed some weaknesses in the workforce planning, training, and retention (Sengupta et al., 2021; Cavalcante de Oliveira et al., 2023). Studies showed that healthcare organizations using advanced HCM practices perform better in caring for patients and staff (Nafari & Rezaei, 2022; Willie, 2025).

Work-life balance is an important moderating variable of employee performance. When work obligations and personal responsibilities are not integrated, stress is likely to rise, the chances of burnout will increase, and productivity as a whole will decline (Alameddine et al., 2023; Yamoah, 2025). Additionally, work-life imbalance and lack of work-life balance lead to low productivity of the employees, including the members of the healthcare sector as well (Alameddine et al., 2023).

Palestinian healthcare providers face a double burden due to ongoing political instability, continuous violent conflict, and lack of resources in Palestine. As pointed out by Dwiyantri et al. (2025), Palestinian medical teams are confronted with numerous impeding factors to providing standards-based healthcare, such as a lack of qualified healthcare workers, facility attacks, and system-level limitations. These problems enhance occupational stress, reduce job satisfaction, and contribute to financial ruin for healthcare workers, especially those in the West Bank. Therefore, timely, effective human resource management and work-life balance interventions are needed in these high-pressure and politically challenging environments, since they affect organizational efficiency and service level delivery.

Patient safety is an indispensable concern for everyone involved in healthcare systems globally, as medical errors continue to be a major problem. Frontline healthcare workers, namely nurses, undergo tremendous stress as they have a busy schedule, high patient acuity, and institutional limits. These aspects depend directly on the culture of safety of patients in hospitals (Zabin, Qaddumi, & Ghawadra, 2025a). The resulting guilt and stress of these factors have negative impacts on nurses' well-being and quality of care, which are further strained by staff shortages, financing and resource constraints, and logistical problems related to traffic and security barriers (Zabin, Qaddumi, Ghawadra, & Battat, 2025b). Zabin and colleagues' quantitative results (2025a) found that 47% of nurses indicated a positive patient safety culture. The areas needing most attention were

"Organizational Learning and Teamwork," which received the highest rating, while "Staffing and Work Pace" and "Response to Error" received the lowest ratings. Significantly, job stress was negatively related to patient safety culture, and workload and management of death and dying were the two stress factors. These findings highlight the dearth of interventions that would increase the satisfaction and safety of nurses who experience high levels of pressure at work and little support.

Consistent with this, the qualitative analysis of Zabin et al. (2025b) showed that among nurses, job stress is considered the major obstacle in relation to the patient safety culture support in hospitals. Common themes were work overload, insufficient manpower, communication difficulties, and lack of organizational support. The study highlighted the need for structured institutional special interventions designed for stress reduction and patient safety effectiveness, as the majority of stress-reduction strategies were self-initiated, rather than institutionally sponsored. Taken together, these studies highlight the need to manage occupational stress among nurses in Palestinian health-care organizations within the context of broader attention to the 'war for talent' and work-life balance. The introduction of organized interventions that reduce perceived stress, improve staffing levels, and create supportive work environments is critical for the promotion of staff performance and patient safety culture, especially in resource-constrained settings affected by complex political dynamics (Zabin et al., 2025a; Zabin et al., 2025b).

The current study purports to examine the influence of talent management on employee performance in the Palestinian health sector, focusing on the mediating role of work-life balance. Focusing on the healthcare sector in the West Bank (e.g., hospitals situated in Ramallah, Nablus, Hebron, Bethlehem, and Jenin), this study extends our understanding of the relation between HRM, WB, and organizational-level performance in a politically challenged and resource-strategically oppressed context. They are expected to generate new guidance and recommendations to the benefit of healthcare leaders and decision makers about how to improve staff satisfaction and patient outcomes and to inform global practice in such settings.

1.2 Problem Statement

Talent management (TM) includes various organizational systems and practices used to attract, recruit, develop, motivate, and retain high-quality staff. It has become a central concept in modern human resource practice, epitomizing a strategic recruitment,

retention, and empowerment of employees who can contribute to the organization's competitive and stress-adapted dynamism (Ansar & Baloch, 2018; Sindhura, 2021; Tamunomiebi & Worgu, 2020).

With numerous pressures facing the health sector across the globe, in the form of increasing patient expectations, rapid technological changes, and continuing pressure to enhance the delivery of services, there is a growing realization of the importance of sound Human Resource (HR) management (Metošis et al., 2021). The Palestinian health sector is not immune to the same pressures. Challenges are further compounded by the greater challenges of a lack of funding, an unstable political environment, and difficulties in retaining qualified health personnel

In particular, in the study by Pomaranik and Kludacz-Alessandri (2024), it was determined that the talent management process, as developed, can have a significant impact on employee performance. Results demonstrated that talent management techniques had a significant positive impact on employee performance, with $b = 0.246$, $p < 0.001$. This study highlights the importance of people management in the provision of high-quality care and patient safety, which depend on staff working effectively. In addition, Bibi (2019) underscores the importance of attracting, training, and retaining qualified staff and promoting effective talent management initiatives that align with the strategic needs of healthcare organizations.

There is increasing evidence indicating a worrying decline in the performance of healthcare workers due to workplace stress and emotional exhaustion. The World Health Organization (2023) reported that more than half of healthcare professionals in low- and middle-income countries experience stress that significantly undermines their effectiveness and the quality of patient care, particularly in resource-limited settings with high patient loads. Similarly, Mohamed et al. (2025) found that 58% of nurses suffered from moderate to severe depression, which negatively affected their concentration, communication, and ability to deliver high-quality patient care. In line with these findings, Biswas et al. (2023) observed a 32% increase in absenteeism among oncology nurses in Bangladesh as a result of job-induced stress. Furthermore, Mojahedi et al. (2025), in a systematic review, emphasized that while interventions such as mindfulness training and peer-support programs have proven effective in reducing burnout, their implementation remains limited across healthcare organizations, continuing to hinder employee performance and well-being.

The increasing demand for healthcare personnel in light of the COVID-19 pandemic has placed an extraordinary strain on global healthcare systems, highlighting long-standing challenges related to staffing management and staffing sustainability (Carayon & Perry, 2021). The outbreak helped call attention to the pressing demand for effective human resources management policies to secure the supply and retention of competent health personnel (Tomcikova et al., 2021). Frontline nurses who provide most hospital care, meanwhile, experience above-average stress and emotional exhaustion from burnout throughout the pandemic. These stressors have not only affected nurses' psychological well-being but have also highlighted, as noted by Panigrahi and Mohanty (2024), the need to strengthen the resilience and sustainability of healthcare systems to ensure the long-term retention of skilled workers.

New evidence reveals the crushing emotional toll the COVID-19 pandemic has taken on the psychological health of Palestinian health-care providers. In a survey of 506 physicians and nurses, 24.1% reported moderate or severe stress, which was largely attributed to fears about safety and the risk of becoming infected. Younger nurses, who were women, were particularly vulnerable, and stress was associated with poor COVID-19 care training (Ahmead, El Sharif & Asad, 2022). Findings from Salameh et al. (2024) indicated that 62.6% of intensive care nurses experienced medium to high levels of alarm fatigue, which was significantly associated with compromised patient safety and increased mental exhaustion. This highlights the dire need for proper human resources management and support for Palestinian healthcare workers. As noted by Filip et al. (2022), who described contributing factors such as poor work-life balance and inadequate support, the challenge is further exacerbated by the pandemic's increased demands.

The National Department of Health (2020) reveals that the global health workforce shortage is a barrier to the achievement of UHC. Low- and middle-income countries, particularly in Sub-Saharan Africa, Southeast Asia, and the Middle East, will experience a shortage of 18 million health workers by 2030 (World Health Organization, 2016; National Department of Health, 2020). According to more recent data reported by the World Health Organization (2024), this estimate was updated to 11.1 million, reflecting slight improvements in data systems and health workforce policies. While this level of burden is still too high, it is also very high, particularly in the Middle East, which is characterized by political instability, migration, and under-investment. Solving this problem is difficult and will be ongoing, but it will require sustained monitoring, stable resources, and evidence-based policy adaptation in order to stop the slide.

The projected global shortage of healthcare workers by 2030 is already evident in the case of Palestine. According to the World Health Organization (2024), more than 310 healthcare professionals have been killed in Gaza, leaving only 30% of the pre-conflict health workforce active by early 2024. Financial instability and shortages of essential medical supplies have further undermined the ability of hospitals in both Gaza and the West Bank to retain skilled staff and ensure service continuity. The ongoing conflict since October 2023 has accelerated this depletion, placing unprecedented strain on the Palestinian health system. Recent estimates by the World Health Organization (2025) indicate a substantial workforce loss in Gaza's healthcare sector, reflecting an early realization of the projected 2030 shortage. This situation underscores the urgent need for effective talent management strategies to rebuild, attract, and retain qualified healthcare personnel capable of sustaining the system under prolonged crisis conditions (Zabin, Qaddumi, & Ghawadra, 2025).

Within a context characterized by systemic and contextual constraints including resource limitations, workforce shortages, and prolonged operational pressures Palestine's healthcare system demonstrates how environmental and institutional conditions directly shape employee performance. The daily experiences of medical employees ranging from chronic staff shortages, salary delays, limited resources, and repeated strikes to excessive workloads have created an environment of persistent occupational stress. Even highly competent and motivated professionals find themselves unable to perform to their full potential under such conditions. When workloads exceed human capacity and institutional and contextual support systems remain fragile, employee performance inevitably deteriorates. This decline not only diminishes morale but also drives turnover, migration, and talent drain, further accelerating the shortage of qualified healthcare professionals in Palestine. Hence, the problem is not solely numerical but systemic rooted in the inability to sustain performance, motivation, and well-being within an unstable context. It is therefore imperative for the Palestinian Ministry of Health to adopt a comprehensive, context-sensitive talent management framework that enhances professional development, fair compensation, recognition, and work-life balance. Sustaining employee performance is vital not only to reduce turnover and migration but also to prevent medical errors, strengthen professional engagement, and uphold the ethical and human responsibility at the heart of healthcare institutions where performance represents the very core of service quality and patient well-being.

1.3 Research Significance

By providing a link between theoretical insight and practical implementation in a particularly non-trivial setting that has not been considered before, this work is novel. These activities would theoretically serve as a useful resource for academics and students, enriching academic conversation on work-life balance and talent management in developing and conflict-ridden nations where scholarly contributions are few and far between. In a practical sense, its results are immediately applicable to the Palestinian Ministry of Health, including facilitating the reform of better HR regulations and hospital management practices, as well as benefiting healthcare workers through better retention policy, higher job satisfaction, and improved health outcomes.

The study is highly relevant globally for the World Health Organization, as it can provide additional, context-specific information that can adjust global projections and inform strategic action in support of safeguarding systems at high risk, such as fragile health systems. Focusing geographically on the West Bank, it addresses not only regional challenges; it also has broader significance concerning the viability of HR practices in resource-constrained contexts, thereby placing its results at the intersection of academic originality, operational value, and international policy relevance.

1.4 Research Questions

The main questions that the researcher aim to address in this study are as follows:

1. Does talent management have a positive and significant effect on employee performance in the West Bank healthcare sector?
2. Does talent management have a positive and significant effect on work-life balance in the West Bank healthcare sector?
3. Does work-life balance have a positive and significant effect on employee performance in the West Bank healthcare sector?
4. Does work-life balance mediate the relationship between talent management and employee performance in the West Bank healthcare sector?

1.5 Research Objectives

This study will address the following specific objectives of this research:

1. To examine the effect of talent management on employee performance in the West Bank healthcare sector.
2. To examine the effect of talent management on work-life balance in the West Bank healthcare sector.
3. To examine the effect of work-life balance on employee performance in the West Bank healthcare sector.
4. To determine the mediating role of work-life balance in the relationship between talent management and employee performance in the West Bank healthcare sector.

1.6 Research Hypotheses

Based on the earlier review and this study's findings, the following hypotheses are proposed:

- H1. Talent management has a significant and direct effect on employee performance in the West Bank healthcare sector.
- H2. Talent management has a significant and direct effect on work-life balance in the West Bank healthcare sector.
- H3. Work-life balance has a significant and direct effect on employee performance in the West Bank healthcare sector.
- H4. Work-life balance mediates the relationship between talent management and employee performance in the West Bank healthcare sector.

1.7 Scope and Delimitation of the Study

The purpose of this study is limited to exploring the mediating role of work-life balance (WLB) in the relationship between employee performance and talent management (TM) practices in the Palestinian health sector in the West Bank. It includes the main dimensions of TM in the healthcare sector, which include recruitment, training, performance management, development, and retention. Evaluating an employee's productivity, quality of care, and work effectiveness has become a popular application. The matter of work-life balance is also discussed in relation to how healthcare workers

manage the competing demands of their work and personal lives and the effect that this balance has on their performance.

The study population in this study is healthcare workers in hospitals in the West Bank, including doctors, nurses, administrative staff, and others. Limiting the geographical coverage has been a deliberate choice to provide context-sensitive understanding of how the talent management approaches are operating in the Palestinian healthcare settings. By focusing on this branch, the research takes on board the specific requirements and issues that healthcare staff encounter.

However, despite these contributions, some limitations need to be acknowledged. First, the results may not be generalizable to other areas or sectors, as they were only collected from the West Bank. Second, political unrest and violence in the region may have interfered (or still interfere) with data collection, possibly leading to a reduced sample or limited access to certain medical facilities. Third, the external generalizability of the findings can be limited due to cultural norms and social obligations in Palestine, which mold workers' perceptions of talent management in particular and work-life balance in general in ways that are quite different from those seen in other contexts. Lastly, the cross-sectional nature of the design prevents assessment for change over time and causal inferences, providing only a picture of the associations among the variables and not a temporal link between variables.

1.8 Organization of the Study

This study consists of five chapters:

- Chapter One (Introduction) comprises the background of the research, problem statement, significance, questions, objective, and hypotheses, as well as an overview of how the study is organized.
- Chapter Two (Literature Review, Theoretical, and Conceptual Framework) provides a thorough theoretical and empirical analysis of relevant literature on the study's variables.
- Chapter Three (Methodology) covers dimension analysis, statistical technique, questionnaire design, questionnaire validity and reliability, data gathering, and sampling.
- Chapter Four (Data Analysis and Results) explains the testing hypotheses, descriptive statistics, and demographic analysis.

- Chapter Five (Discussion of Results and Recommendations) includes key findings, conclusions, limitations, suggestions for further study, and future research directions.

1.9 Concepts of the Study

Talent Management: The concept of Talent Management (TM) has evolved significantly over time. The first formal academic definition was provided by Lewis and Heckman (2006), who described talent management as a set of human resource practices aimed at ensuring that the organization has the right people in the right jobs. Later, Collings and Mellahi (2009) expanded this view by emphasizing the strategic role of TM in identifying critical positions and developing high-potential employees who contribute to sustainable competitive advantage. Subsequently, Cappelli and Keller (2014) defined TM as a set of organizational processes designed to ensure ongoing access to highly capable individuals by aligning talent supply with organizational demand. In this study, Talent Management refers to a strategic and systematic process encompassing talent acquisition, talent development (or training), and talent retention, all directed toward attracting, developing, and sustaining a high-performing workforce. Within this framework, talent management is conceptualized as a key driver of employee performance, while work-life balance functions as a mediating mechanism that strengthens this relationship.

Talent Acquisition: The concept of talent acquisition began to emerge in the early 2000s, as scholars and practitioners sought to differentiate it from traditional recruitment. Schweyer (2004) was among the first to emphasize that talent acquisition is not merely about filling job openings, but about building long-term talent pipelines through technology and planning. This foundational view was expanded by Cappelli (2008), who positioned talent acquisition as a strategic response to workforce uncertainty, advocating for demand-driven talent models. Subsequently, Tarique and Schuler (2010) offered a global framework linking talent acquisition with organizational strategy and international HRM. Later, Collings and Mellahi (2009) and Vaiman, Scullion, and Collings (2012) emphasized the role of employer branding, diversity, and data-driven decision-making in optimizing talent acquisition. Thus, the evolution of the concept reflects a shift from administrative hiring to a strategic process aligning human capital with long-term business success.

Talent Development: Talent development has been discussed in the broader context of talent management since the late 2000s. For instance, Collings and Mellahi (2009) highlighted the importance of targeted development as a component of strategic talent management, linking it to long-term organizational success. Later, Garavan, Carbery, and Rock (2012) offered one of the first detailed frameworks dedicated specifically to talent development. They conceptualized it as a structured and holistic process aimed at nurturing employee potential through education, strategic learning pathways, and continuous professional growth. In more recent studies, the scope of talent development has expanded further to encompass employee well-being, retention, and adaptability (Khan, Durrani, & Shah, 2024; Hauser et al., 2024). Today, talent development is seen as a proactive, organization-wide initiative essential for workforce resilience and sustainable performance.

Employee Retention: Employee retention refers to the strategic efforts made by organizations to maintain a stable workforce by minimizing voluntary turnover, particularly among high-performing and high-potential employees. The concept emerged as part of modern human resource management in the 1990s and was further emphasized by scholars like Hom and Griffeth (1995), who highlighted retention as a function of job satisfaction, organizational commitment, and perceived alternatives. Over time, researchers such as Allen, Bryant, and Vardaman (2010) expanded the definition by integrating the psychological contract, work-life balance, and recognition systems. Recent literature affirms that effective retention strategies—like supportive leadership, competitive compensation, and career development opportunities—are critical for fostering employee loyalty and achieving long-term organizational sustainability (Ansari et al., 2022; Amushila & Bussin, 2021; Mazlan & Jambuklingam, 2023).

Work-life Balance: The concept of Work-Life Balance (WLB) emerged in the 1970s and 1980s as part of feminist movements and labor reforms advocating for equal work opportunities and flexible schedules, particularly for women (Reilly, 2025; Senda, 2025). Initially, it was framed around the challenges of dual-income households and childcare responsibilities. In the 1990s, HRM literature began adopting the term to describe organizational policies that help employees manage work and non-work demands. Greenhaus and Allen (2011) defined WLB as “the degree to which individuals are equally engaged in and equally satisfied with their work and family roles.” Over the years, the scope expanded to include mental health, well-being, job satisfaction, and performance outcomes. Recent research highlights WLB as a strategic HR concern vital to employee

retention, burnout prevention, and inclusive workplace cultures (Vento, 2025; Karwa, 2025). Today, WLB is recognized as a cornerstone of sustainable human resource development and modern workforce management.

Employee Performance: Employee performance refers to the extent to which an individual successfully executes job responsibilities and contributes to organizational objectives. Historically, the concept was initially defined in behavioral and output terms, focusing on quantifiable results such as productivity and efficiency (Bernardin & Beatty, 1984). In the 1990s, Campbell (1990) advanced this view by introducing multidimensional performance models that included both task performance and contextual behaviors such as cooperation, adaptability, and initiative. Over time, psychological and organizational research expanded the definition further to encompass the influence of motivation, job satisfaction, and employee engagement as key predictors of performance (Sonnetag & Frese, 2002; Riyanto, Endri, & Herlisha, 2021). Recent literature also emphasizes the role of organizational culture in shaping employees' attitudes, behaviors, and performance outcomes (Iskamto, 2023). Modern HR practices measure employee performance not only by results, but also by how effectively employees align with organizational values, comply with standards, and contribute to long-term sustainability (Zanardi & Brusa, 2023; Triansyah, Hejin, & Stefania, 2023).

1.10 Summary

Chapter One of this thesis presented an introduction to the study that included the background, objectives, aims, research questions, and problem statement. Dictionaries for the operational descriptions of variables used in the study, detailing their importance, were also provided. Through examining the management of talent in the Palestinian healthcare sector, this research attempts to fill current gaps within the field and to further increase our knowledge on this essential topic.

Chapter Two: Theoretical Framework and Previous Studies (Literature Review)

2.1 Introduction

This chapter presents relevant literature and a theoretical framework. The theoretical framework provides a conceptual basis for the study by outlining the relevant concepts and expected relationships. At the same time, the literature review includes prior research, the existing trends, and the lack of knowledge, which situate this research within established but new theoretical paradigms. Taken together, those elements guarantee that the research remains anchored in current knowledge and capable of generating valuable hypotheses. The study is grounded in the three constructs. The independent variable is talent management (TM), which encompasses acquisition, development, and retention strategies. The mediating variable, work-life balance (WLB), is a measure of balance between home life and work life and, consequently, work and family lives (Parasuraman & Greenhaus, 2002); it might moderate the relation between TM and the outcomes. The dependent variable, employee performance (EP), includes both contextual and task-related performance, which would help determine the effectiveness of healthcare. The chapter is structured as follows: Section one introduces the theoretical framework; Section two reviews existing research; Section three explores the causal relationship between TM, WLB, and EP in the context of Palestine; Section four identifies a research gap; Section five presents a critique; and Section six puts forward the conceptual framework and hypotheses. Lastly, the chapter ends with a summary.

2.2.1 The Theories of Talent Management

A key perspective of the strategic human resource management (SHRM) literature is the resource-based view (RBV), which argues that firms can develop a competitive advantage that is sustainable by appropriate management of valuable, rare, and inimitable resources (Assensoh-Kodua, 2019). In terms of talent management, RBV highlights the strategic nature of human capital, particularly its specialized expertise and knowledge, as vital resources that drive corporate success (Alhammadi, 2023). Recent research shows that talent management practices, recruitment, training, and retention are critical in improving

servant performance and gaining a sustainable competitive advantage (Assensoh-Kodua, 2019; Alhammadi, 2023).

According to the Social Exchange Theory (SET), organizational employees can be regarded as founded on reciprocal exchanges, and it states that the assistance and rewards that employees gain from their organizations have a considerable impact on their attitudes and behaviors (Ahmad et al., 2023). Empirical studies based on SET reveal that employees show enhanced commitment, involvement, and performance when organizations provide supportive situations such as flexible work timings, understanding bosses or sympathetic leaders, and availability of resources. This point is also well established empirically, most recently by Malenga (2022), who used a survey of staff in New Zealand to show that supportive organizational contexts, such as a culture of prioritizing worker well-being and the flexibility of work schedules, made a large difference to work-life balance. In contrast, inflexible regimes and unsupportive management were associated with greater work-life conflict.

These results emphasize the importance of mutual organizational support in enhancing performance and well-being among employees. Similarly, Kumi et al. (2025) applied SET in investigating the role of digital transformation in employee well-being, HR practices, and organizational dynamics in the Ghanaian healthcare sector. Combining the panel data from the two sources, the authors found that among firms that offered digital tools, encouraged effective HR practices, and reinforced a culture of appreciation, employees felt a stronger need to return invested effort, which in effect made them feel better and work harder.

2.2.2 The Theories of Work-Life Balance

Boundary theory has been commonly used to describe the phenomenon of work-life balance, especially in high-demand fields like healthcare. Employee control over the permeability and flexibility of work and family boundaries is critical to psychological well-being and professional effectiveness (Kossek, Perrigino, & Lautsch, 2023). Althammer et al. (2021) reinforce this view by showing that organizational efforts aimed at facilitating flexible work (e.g., job adaptive practices), which represent an option for the integrated or fragmented boundary, are beneficial only when they are aligned with an individual's preference for boundary integration or fragmentation. Boundary work dynamics become especially relevant during crises, such as the COVID-19 pandemic,

which deepens the way boundaries are breached in ways that promote heightened stress, work overloading, and emotional exhaustion for healthcare workers (Rapp et al., 2021). These results emphasize boundary management as an organizational as well as individual task and the importance of leadership strategies and policies that help employees find a good balance between their private and work lives.

Based on COR theory, people are driven to gain, maintain, and protect critical resources (e.g., time, energy, skills, and social support) to effectively cope with stress and the pursuit of personal and professional success (Hobfoll, 1989; Shah, 2023). This is the theory that stress is mainly due to the loss of resources or threat of resource loss, but that having resources will increase resilience and success. Applying COR theory to health and healthcare supports the need to understand burnout and workplace stress. During the COVID-19 epidemic, research that was carried out observed that nurses had a greater emotional and psychological burden because of resource depletion, which comprised a heavy workload, fear of infection, and insufficient training (Yıldırım and Bulut, 2022). The study suggested that stress among participants could be significantly reduced by improving resources that address targeted interventions, such as supportive supervision and in-service training.

The generalizability of COR in the wider context of healthcare is also supported by Chen et al. (2024), who demonstrate that psychological capital and social support are protective resources that decrease emotional exhaustion, increase performance, and reduce turnover intentions of medical personnel. These results highlight the primary premise of the model: organizations that invest in developing and maintaining social and psychological job resources in employees are more likely to promote employee work-life balance, lower burnout, and sustain productivity in high-strain environments.

Furthermore, role theory is useful as a model for exploring work-life balance issues since it explains the manner in which people behave in light of the expectations that are connected to their social and occupational roles (Biddle, 1986). This theory provides a framework for exploring role conflict, role consensus, and role-taking within complex social systems by synthesizing functional, structural, symbolic interactionist, organizational, and cognitive viewpoints (Biddle, 1986). Role theory has traditionally been used in organizational literature to discuss subject matters such as career stages, stereotypes, and work/non-work dynamics. It explains the adverse impact on employee well-being and career outcomes of role conflict (Anglin et al., 2022).

In the field of healthcare, role identity theory underpins the understanding of CHWs as they negotiate the tensions of being brokers, health system representatives, and “insiders” in the community. This dualism can result in role ambiguity and emotional distress and may have direct implications on how they balance work and home responsibilities (Mlotshwa et al., 2015). This evidence demonstrates the relevance of the theory to understanding the pressures of competing roles and the need for clarity of roles, organizational support, and recognition as antecedents to achieving a healthier work-life balance in high-pressure professions (Anglin et al., 2022; Mlotshwa et al., 2015).

2.2.3 The Theories of Employee Performance

Social exchange theory (SET) states that when employees feel that their organization has treated them unfairly or has not invested resources in them, such as support and commitment, they reduce effort based on and exhibit less commitment to their organization (Ahmad et al., 2023). There is an empirical justification for this relationship: workplace policies with regard to job security, fairness of pay, and involvement in decision-making have been documented by Melkamu (2023) to have a positive and significant impact on employees' organizational commitment, which in turn reduces their performance. Ajobi et al. (2025) support these results through the claim that organized training and professional development programs build loyalty and trust, which compels employees to increase engagement and productivity. Collectively, these studies highlight the relevance of SET as a powerful lens for investigating the impact of organizational support and talent management on employee performance, emphasizing key strategic implications for organizations by underpinning the strategic necessity to invest in the elimination of human capital to achieve long-term organizational goals.

The Job Demands Resources model (JD-R) has provided a theoretical framework to explain the dynamic relationship between job characteristics and employee performance and well-being (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). In this model, work factors are divided between two broad areas: job resources, such as organizational, psychological, social, and physical resources that facilitate goal achievement, counterbalance job demands, and promote growth and development; and job demands, such as psychological or physical stressors that require sustained effort and are associated with costs, including high work pressure, emotional labor, and role ambiguity (Bakker & Demerouti, 2017). The JD-R model proposes that when job demands are high, they lead

to fatigue and decreased performance through the health impairment process, while job resources facilitate engagement, motivation, and performance through the motivational process. Recent research has indicated that this model is valid in a range of organizational settings. For example, Lee and Jo (2023) reported that psychological well-being and autonomy resources were enhanced both in-role and extra-role performances indirectly through engagement, demonstrating the resource composition on demand-based outcomes. Employing the job demands-resources framework, JD-R theory emphasizes the importance of offsetting work pressures with sufficient support and offers organizations a useful guide towards the improvement of employee engagement, well-being, and performance outcomes.

The goal-setting theory, first developed by Locke and Latham, employs motivation and performance improvement when individuals are given specific, challenging goals and provided with feedback on how well they are doing (Locke & Latham, 2019). The result is a theory that focuses on the core elements that organizations need to promote workplace productivity and achieve success. Recent studies have demonstrated that its applicability in different atmospheric conditions. For instance, Han (2023) concluded that by setting up challenging and organized goals, if the goal-setting theory is properly designed and applied in public administration, it can enhance employee performance and commitment. Additionally, Arshad and Monil (2025) studied goal-setting in mobile fitness apps and reported that the clarity of goals has a significant impact on the level of user engagement and achievement. The results confirm the lasting contribution of goal-setting theory as a boundary condition for managing and increasing employee performance across various contexts.

2.3 Previous Studies (Literature Review)

2.3.1 Research Related to Talent Management

Talent Management (TM) has emerged in recent years as a strategic priority in the pursuit of maintaining performance and competitiveness. For example, Gallardo-Gallardo, Thunnissen, and Scullion (2020) argue that there is no universal approach to designing TM practices; instead, these practices are context-dependent on national institutions, the labor market, and organizational culture. This perspective helps explain why the same policies can work in one market but not in another and emphasizes the importance of

incorporating local context in HR models, as is common practice in other domains. Using this framework, Kravariti and Johnston (2020) applied TM to the public sector and determined that bureaucratic rigidity, resource limitations, and accountability pressures combine to create a range of challenges for TM within the public sector. They recommended organization mentoring, leadership development, and employee engagement as specific remedies to these structural impediments. Overall, these works illustrate that TM practices are not built in isolation and must be adapted into sector-related environments.

Employer branding is a critical aspect of talent management (TM) and has a far-reaching effect on attracting and keeping talent. Strong employer brands attract candidates and match employee values to corporate culture, which builds commitment and advocacy, the study found. This result is consistent with the empirical observation of Karunathilaka (2020), who studied organizations in South Asia and found that talent acquisition is no longer a transactional event but rather becomes intimately linked to workforce planning, brand management, and networking. Taken together, these results situate employer branding and acquisition as strategic TM tools, allowing organizations to be competitive in the increasingly more dynamic labor markets.

Besides attractiveness, talented management (TM) practices are also a key issue for employee engagement and retention. Several empirical studies have explored the implementation and outcomes of talent management (TM) practices across different organizational contexts. Hassanein and Ozgit (2022) conducted a quantitative study among 327 hotel employees in the Middle East and emphasized that sustainable TM practices play a vital role in fostering employee engagement and minimizing turnover intentions. Similarly, in Indonesia, Madurani and Pasaribu (2022) highlighted that effective TM systems positively contribute to employee retention through enhanced organizational justice and alignment between employee and organizational values. These findings collectively underscore the importance of adopting sustainable and fair TM practices to enhance workforce stability and satisfaction in diverse cultural settings. These results suggest that turnover is not simply a function of pay or investment but is also a process influenced by fairness and expectations that are congruent with the organization. When read together, the two studies show that strategies for engagement and retention need to go beyond simple recruitment and address the psychological and career needs of people within their organization.

The digitization of HRM has greatly impacted how people are managed in organizations. Guerra, Pedregal, and Pérez (2023) adopted a quantitative approach and focused specifically on the influence of AI, ML, and PA on TM. Their results suggest that digital tools increase the efficiency of recruitment, tailor training, and raise retention levels. They also warned that the long-term consequences of algorithmic HRM are still widely unknown, especially the ethical and equitable aspects. In concordance, Cahyadi et al. (2022) empirically investigated 250 small and medium-sized enterprises in different sectors and confirmed that leadership styles significantly influence employee performance and high-commitment HRM practices can be supportive, but no full mediation effect was evidenced. Together, this body of research demonstrates that technology is not sufficient for TM effectiveness but must be complemented with adaptive leadership or human-centered behaviors to sustain performance.

From a sustainability standpoint, Al Aina and Atan (2020) empirically show that integrated talent management (TM) practices make significant contributions to long-term performance by facilitating innovation, resilience, and productivity among the Malaysian firms. They also highlighted that TM systems need to be linked to organizational corporate sustainability aspirations so that they persist beyond the relief of short-term staff shortages. At the same time, development in employees after COVID-19 has been studied by Mikołajczyk (2022). Building on 19 in-depth interviews with HR managers, researchers did notice an explosion of e-learning use. While this shift improved accessibility, it also raised concerns about e-learning being less stimulating or tiresome when devitalized in a substantialized design. It illustrates the challenge of managing both accessibility and program quality to foster employee development.

Bae (2023) analyzed national survey data of nurses, revealing that prolonged working hours significantly increased turnover rates, while reasonable overtime reduced attrition. These results underscore that successful retention methods are not only financial; they are structural, as in the case of flexible scheduling and workload control, particularly in high-stress industries like healthcare. As a whole, the studies examined demonstrate that TM is multidimensional in nature including context, branding, acquisition, engagement, digital transformation, sustainability, and retention. They also underscore the need for businesses to combine these parts into integrated, context-sensitive strategies that can build up long-term resiliency and competitive strength.

Table 2.1: Summary of Previous Studies of Talent Management

Researcher(s) & Year	Objective	Variables	Methodology	Key Findings
Gallardo-Gallardo, Thunnissen, & Scullion (2020)	To examine how contextual factors shape the effectiveness of TM practices.	Contextual factors (cultural, institutional, strategic); TM practices	Conceptual review	TM effectiveness is context-dependent; strategies must be adapted to organizational and cultural contexts.
Kravariti & Johnston (2020)	To identify challenges and opportunities for TM in the public sector.	TM practices; structural barriers	Systematic literature review	Public-sector TM faces bureaucratic and financial barriers; requires tailored workforce planning and leadership development.
Karunathilaka (2020)	To position talent acquisition as a strategic HR function.	Talent acquisition; organizational performance	Survey study	Talent acquisition should integrate workforce planning, employer brand management, and networking to support competitiveness.
Hassanein & Özgit (2022)	To examine sustainable TM practices in the hospitality industry.	Sustainable TM practices; engagement; retention	Quantitative survey	Sustainable TM practices increase engagement and retention, supporting human capital sustainability.
Pasaribu et al. (2021)	To assess the role of staffing and development programs.	Staffing; development; employee performance	Empirical quantitative	Well-designed staffing and development programs enhance both individual and organizational performance.
Guerra, Pedregal, & Pérez (2023)	To analyze the impact of digital transformation on TM.	AI, machine learning, predictive analytics; TM functions	Quantitative analysis	Digital transformation improves recruitment, personalization of training, and retention; long-term ethical impacts remain under-researched.

Cahyadi et al. (2022)	To examine leadership, HRM practices, and performance in SMEs.	Leadership styles; high-involvement HRM; performance	Quantitative (SEM)	Leadership has a direct effect on performance; HRM practices complement but do not fully mediate outcomes.
Al Aina & Atan (2020)	To evaluate TM's role in sustainable organizational performance.	TM practices; sustainable performance	Quantitative survey	Integrated TM practices foster innovation, resilience, and productivity, aligning with sustainability goals.
Mikołajczyk (2022)	To investigate employee development during COVID-19.	Digital learning platforms; training quality; engagement	Qualitative (interviews and desk research)	E-learning increased access but reduced engagement when poorly designed; training must be high-quality and context-specific.
Bae (2023)	To explore scheduling and nurse turnover in healthcare.	Work schedules, overtime; nurse turnover	National cross-sectional survey	Longer working hours increase turnover; moderate overtime reduces attrition, showing the importance of flexible scheduling.

2.3.2 Research Related to Work-Life Balance

In both organizational psychology and human resource management, Work-Life Balance (WLB) is considered an important issue with significant consequences on employees' well-being and organizations' performance. Traditionally viewed as an outcome of work requirements and organizational practices, WLB is now perceived as a dynamic concept that is shaped by and shapes different dimensions of work and beyond work. Recent reviews have highlighted that the impact of WLB initiatives depends not only on whether they exist but also on the extent to which they are inclusive and accessible to various groups of employees (Casper et al., 2024). This emerging framework challenges the view of WLB as a descriptive endpoint per se; it highlights how WLB could be a possible

mediating process that connects programmatic resources, employee experiences, and performance-related outcomes.

Extending this paradigm forward, Joshi, Kumar, and S. (2024) investigated the mediating effects of WLB between workplace spirituality and employee outcomes in the Indian banking industry. Applying covariance structure model analyses to a sample of 218 employees, the authors found that WLB fully mediated the effects of workplace spirituality on organizational commitment and job satisfaction. Their results show that spiritual values at work contribute to commitment and satisfaction only for employees who are able to achieve a balance between personal and professional life.

In addition to affecting job burnout, the mediating effect of WLB on psychological health was also supported by Bian and Mohd Sukor (2024) in their study with 258 working women employees in China. They too found that WLB moderated the deleterious effect of work–family conflict, both work-interfering-with-family and family-interfering-with-work, on psychological well-being. Mediation analysis yielded either partial or full effects, depending on the conflict dimension, suggesting that WLB affects the extent to which stressors arising from conflicting role demands are buffered.

In terms of sustainability, Bellini, Barbieri, Mondo, De Simone, and Marocco (2025) used a moderated mediation model in a sample of 419 Italian public sector employees. Drawing on the Job Demands–Resources (JD–R) model, they found that flexible work schedules led to increased WLB, which, in turn, reduced workload perceptions. Furthermore, perceived organizational support enhanced this mediated relationship, underscoring the importance of supportive workplace climates when it comes to realizing the benefits of WLB for reducing job strain.

The mediating effect of WLB has similarly been linked to job performance. A study conducted by Faisal, Hameed, and Aleemi (2022) on 433 employees of the Pakistani banking sector with the help of SmartPLS. They found that job satisfaction and psychological well-being were positively influenced by WLB, and these in turn mediated the WLB–job performance relationship. Further, intrinsic motivation was a moderator of this pathway, suggesting that WLB operates within complex causal chains that impact need satisfaction predictions. On a sustainability level, Bellini, Barbieri, Mondo, De Simone, and Marocco (2025) used a moderated mediation model with 419 Italian public-sector workers. Using the JD–R model, the research showed that flexible work arrangements were a positive predictor of work-life balance (WLB), which negatively influenced workload. Furthermore, perceived organizational support was found to

increase this indirect effect disproportionately, highlighting the role of supportive contexts in leveraging the beneficial effects of WLB in reducing job strain.

The mediating effect of WLB on job performance has also been noted. Faisal, Hameed, and Aleemi (2022) surveyed 433 employees of the banking sector in Pakistan and used the tool Smart-PLS for the purpose of data analysis. The results showed that WLB had a significant positive impact on job satisfaction and psychological well-being, of which the latter in turn mediated the relationship between WLB and job performance. In addition, intrinsic motivation moderated the path, showing that WLB acts in the context of a complex causal sequence.

Lastly, Prasad et al. (2025) studied the commute experiences of IT professionals in India using the metro rail. They found WLB to have an indirect effect on psychological well-being through occupational stress: the greater the balance obtained, the lower the stress levels, which in turn increased the mental health of workers. To emphasize the point, the effect of WLB (as did that of SWB) might not always have a direct effect, but can potentially also be mediated through stress-relief mechanisms, especially in work contexts where the work pressure is high.

Together, these studies highlight the dynamic role that WLB plays as a mediating construct, linking organizational resources and employee outcomes. Be it in terms of organizational commitment, mental health, or job performance, WLB is an important vehicle that turns supportive workplace initiatives into tangible health outcomes such as employee engagement, well-being, and productivity.

Table 2.2: Summary of Previous Studies of Work-Life Balance

Researcher(s) & Year	Objective	Variables	Methodology	Key Findings
Casper et al. (2024)	To review effectiveness of WLB policies and their inclusivity.	WLB policies; inclusion	Literature review	WLB is effective when inclusive and positioned as a mechanism linking HR initiatives to outcomes.
Joshi et al. (2024)	To test WLB as a mediator between workplace spirituality, commitment, and satisfaction.	Workplace spirituality; WLB; commitment; satisfaction	SEM, N=218 bank employees	WLB fully mediated the relationship between spirituality and both commitment and satisfaction.
Bian & Mohd Sukor (2024)	To assess mediation of WLB between work-family conflict and well-being.	Work-family conflict (WIF/FIW); WLB; well-being	Survey, mediation analysis, N=258	WLB reduced negative effects of conflict; showed partial and full mediation depending on conflict type.
Bellini et al. (2025)	To explore WLB in JD-R framework with flexible work.	Flexible work; WLB; workload; POS	Moderated mediation, N=419 public employees	Flexible work improved WLB, which lowered workload; POS amplified the mediation effect.
Faisal et al. (2022)	To analyze the mediating role of WLB in job performance.	WLB; satisfaction; well-being; performance; motivation	Survey + SmartPLS, N=433	WLB enhanced satisfaction and well-being, which mediated its effect on performance and moderated by intrinsic motivation.
Prasad et al. (2025)	To examine WLB's impact on well-being in the IT sector.	WLB; stress; psychological well-being	Survey and SEM, metro rail IT workers	WLB influenced well-being indirectly via reduced occupational stress.

2.3.2.1 Talent Management and Work-Life Balance

Several empirical studies have explored the interaction between talent management (TM) practices and work-life balance (WLB), emphasizing the latter's role as both an outcome and a mechanism that links HR strategies with organizational results. Al-Khateeb and Al-Louzi (2020) investigated the impact of TM on organizational performance in the Jordanian telecom and IT sector and revealed that TM dimensions talent acquisition, development, and retention were significantly associated with employees' WLB. Their findings further indicated that WLB partially mediated the relationship between TM and overall organizational performance. Similarly, Hartanto and Nawangsari (2024) examined the effects of TM and WLB on employee engagement, incorporating job satisfaction as an intervening variable. The results demonstrated that TM and job satisfaction had significant positive effects on engagement, although WLB itself did not directly predict engagement levels. In a more recent study, Weng (2023) identified WLB as a moderating variable influencing the relationship between TM and employees' intention to stay. The study highlighted that effective TM practices fostered stronger engagement and organizational support, while WLB strengthened the link between these variables and retention intentions.

Literature has also referred to the mediating effect of WLB. In a study conducted among auditors in Indonesian public accounting firms, Yustina and Santosa (2020) found that WLB mediated the relationship between work-family conflict and performance. They emphasized that TM practices such as flexible scheduling options and leave arrangements alleviate role conflict and enhance WLB. This empirical evidence suggests that WLB is not only an outcome of supportive TM but also a mediating mechanism that translates HR strategies into positive organizational outcomes. Taken together, these studies demonstrate that TM and WLB are intricately connected: TM fosters the structural and cultural conditions that enable employees to balance personal and professional responsibilities, which in turn improves satisfaction, engagement, and long-term performance.

Table 2.3: Summary of Previous Studies of Talent Management and Work-Life Balance

Researcher(s) & Year	Objective	Variables	Methodology	Key Findings
Al-Khateeb & Al-Louzi (2020)	To explore the impact of TM on organizational performance with WLB and employee engagement as mediators.	TM (acquisition, development, retention); WLB; Employee Engagement; Organizational Performance	Quantitative survey of 250 employees in Jordan's telecom and IT sector; SEM analysis	TM dimensions were positively related to WLB. WLB partially mediated the relationship between TM and organizational performance.
Yustina & Santosa (2020)	To analyze WLB's mediation between WFC and job outcomes.	Work-family conflict; WLB; job performance	Survey of auditors, mediation analysis	WLB mediated the WFC-performance link; flexible TM practices reduced conflict and improved balance.
Hartanto & Nawangsari (2024)	To analyze the influence of TM and WLB on employee engagement, with job satisfaction as an intervening variable.	TM; WLB; Job Satisfaction; Employee Engagement	Quantitative approach with 97 employees in Indonesia; PLS-SEM analysis	TM and job satisfaction significantly influenced engagement, while WLB had no direct significant effect on engagement.
Weng (2023)	To examine the moderating role of WLB between TM and employees' intention to stay.	TM; Work Engagement; Organizational Support; Intention to Stay; WLB (moderator)	Cross-sectional survey; Mediation and moderation analysis	TM positively influenced intention to stay through engagement and support. WLB moderated the relationship between engagement/support and intention to stay.

2.3.3 Research Related to Employee Performance

Staff performance is still a basis for success for all institutions in the world, especially in service fields like the health sector. Varied work stress, expanded job characteristics, and organizational attitude have influenced personnel performance worldwide. For example, Armstrong (2014) stressed that the output of employees is influenced not just by technical skills but also by motivation, working conditions, and leadership. In medical settings, however, the stakes are raised because of the magnitude of the work. The World Health Organization (2023) states that over 50% of healthcare professionals in low- and middle-income countries suffer work-related stress, which will adversely affect performance and service. This is particularly troublesome in systems where resources are already limited and patient volume is high.

In empirical terms, Digamon and Baniola-Cubillan (2020) carried out a quantitative survey in various government hospitals in the Philippines and validated the strong inverse relationship between burnout and job performance in nurses. Similarly, Muathe and Oyugi (2023) studied the adoption of TQM practices in private healthcare establishments in Kenya based on a mixed-method approach. They found that the involvement of employees in quality improvement programs significantly improved organizational efficiency and individual performance. However, even with these tactics, they observed that there were no long-term motivational systems in place, indicating a lack of sustainability considerations.

A qualitative design by Salako, Akingbade, and Kolawole (2055) in Nigeria zoomed in on job commitment and motivation of male and female medical staff and unveiled gendered disparities in job satisfaction and productivity. These perceptions underscore the importance of making HR policies more attuned to demographic facts. Likewise, Kadri et al. (2022) examined the role of employee engagement in public hospitals in Libya and revealed that, unless it was mediated through effective staff engagement initiatives, there was no significant effect of firm commitment towards organizational change.

Particularly, recent studies during and post-COVID-19 have emphasized the need to address emotional exhaustion. Mohamed et al. (2025) in Somalia revealed that 58% of the nurses had moderate to severe depression that impacted their concentration, communication, and ability to deliver accurate patient interventions. In a similar cross-cultural study, Biswas et al. (2023a) found 32% more absenteeism in oncology nurses who were working in Bangladesh as a result of occupational stress. Mojtahedi et al.

(2025) elaborated on those observations in a systematic review, reporting work that has found that interventions such as mindfulness training and peer support can reduce burnout and improve performance. Nevertheless, there are few implemented frameworks in low-resource settings—in this area, there appears to be a vacuum.

From an organizational point of view, Yucel et al. (2021), using systems-path modelling, examined the effect of workplace bullying on resilience and team performance. Their findings suggest that psychological safety is a strong influencer of organizational performance, yet organizations are not doing enough to address this in their workforce strategies. Nedungadi et al. (2025) stressed the importance of sustainable HRM systems in African healthcare through multidisciplinary planning and integrated HR policies, resulting in the continuity of performance quality over the long run and reduced staff turnover.

Healthcare worker performance in the Middle East and North Africa (MENA) region confronts specific contextual factors, including political instability, lack of resources, and changing healthcare needs. According to Al-Balushi et al. (2025), in Transpacific in Marvel and DC, the productive performance of health workers in the Gulf States is frequently hampered by poor staff appraisal mechanisms and insufficient resources for staff development. In Kuwait, Alsaleh et al. (2025) conducted a national cross-sectional analysis and concluded that the implementation of a strong patient safety culture was associated with relatively higher employee task performance and coordination. But the systemic tiredness is significant, despite a positive implication in terms of organizational elements.

A doctoral research by Al-Masaeed (2025) highlighted high levels of physical and mental stress among Jordanian nurses, which is associated with a decrease in performance during work as a result of understaffing and workload. Azoury and Yahchouchi's *Further Implications and Limitations for Practice* (2025) also highlighted the opportunity provided by artificial intelligence and other digital advances to enhance task delegation and accompanying performance metrics in Middle Eastern hospitals, as well as the absence of Middle Eastern-based training curricula. Cumulatively, this set of studies shows that while performance is being optimized in the region, this is being done in a patchy manner and without addressing the needs of the frontline worker, a gap the current study addresses by focusing on the less-well-researched West Bank context.

Collectively, these studies point to an emerging agreement that performance in healthcare is determined not just by training and resources, but also by psychosocial health, organizational culture, and focused forms of management.

Table 2.4: Summary of Previous Studies of Employee Performance

Researcher(s) & Year	Objective	Variables	Method	Key Findings
Digamon & Baniola-Cubillan (2020)	To examine the relationship between burnout and job performance among nurses.	Burnout, Job Performance	Quantitative Survey	Burnout inversely affects performance in government hospitals.
Muathe & Oyugi (2023)	To assess the effect of TQM on employee performance.	TQM, Performance	Mixed-Methods	Employee involvement in TQM boosts performance.
Salako et al. (2025)	To explore gender differences in organizational commitment and performance.	Gender, Commitment, Performance	Qualitative	Identified gendered differences affecting productivity.
Kadri et al. (2022)	To assess the role of engagement in organizational change and performance.	Engagement, Organizational Change	Quantitative	Engagement mediates the effect of change on performance.
Mohamed et al. (2025)	To evaluate depression among nurses and its impact on performance.	Depression, Performance	Cross-sectional	58% suffered from depression that impaired care quality.
Biswas et al. (2023a)	To study absenteeism related to job stress in oncology nurses.	Stress, Absenteeism	Cross-sectional	Job stress linked to 32% absenteeism rate.

Mojtahedi et al. (2025)	To review burnout interventions in UK healthcare settings.	Burnout Interventions	Systematic Literature Review	Mindfulness and peer-support improved skill retention.
Yucel et al. (2021)	To explore how bullying affects performance via resilience.	Bullying, Resilience, Performance	Path Modeling	Psychological safety improves team performance.
Nedungadi et al. (2025)	To examine sustainable HRM and workforce outcomes.	Sustainable HRM, Performance	Interdisciplinary Systems Analysis	Sustainable HRM leads to retention and efficiency.
Alsaleh et al. (2025)	To investigate safety culture and performance in Kuwait hospitals.	Safety Culture, Performance	Cross-sectional	Positive safety culture improves task performance.
Al-Masaeed (2025)	To analyze nursing fatigue and performance in Jordan.	Fatigue, Performance	Qualitative	Excess workload causes exhaustion and reduced care.
Azoury & Yahchouchi (2025)	To evaluate the use of AI in healthcare performance.	AI, Performance	Case Study	AI improves delegation but lacks region-specific training.

2.3.3.1 Talent Management and Employee Performance

Theoretically, Atan et al. (2014) examined Malaysian public institutions and found that TM practices improved job satisfaction; however, performance outcomes were constrained by bureaucratic structures and limited autonomy, especially within health-related government organizations.

Expanding on this theoretical base, Mensah (2015) developed a coalesced framework linking TM directly with employee performance (EP), using evidence from Ghana's financial sector. The study revealed that TM practices including talent acquisition,

development, and retention significantly improved both individual and organizational performance. In Indonesia, Sopiah, Kurniawan, and Narmaditya (2020) confirmed that TM had a positive impact on EP, with work engagement serving as a moderating variable, suggesting that employee motivation strengthens the influence of TM on outcomes. Similarly, Shafique and Zia-ur-Rehman (2021) investigated TM in Pakistan’s banking industry and concluded that TM practices enhanced performance while simultaneously reducing turnover intentions.

In the public healthcare context, Pomaranik and Kludacz-Alessandri (2024) conducted an empirical study in Poland and demonstrated that TM significantly improved employee motivation and performance, reinforcing the strategic importance of TM implementation within public hospitals. Furthermore, Zada et al. (2024) examined the telecommunication sector in Jordan and reported that TM practices positively affected EP both directly and indirectly through the mediating role of perceived organizational support (POS).

Table 2.5: Summary of Previous Studies of Talent Management and Employee Performance

Researcher(s) & Year	Objective	Variables	Method	Key Findings
Atan, Raghavan & Mahmood (2014)	Examined the effect of TM on job satisfaction and performance in public institutions.	TM, Job Satisfaction, Employee Performance (EP)	Quantitative / Survey	TM improved job satisfaction, but its influence on EP was limited by bureaucratic constraints and low autonomy.
Mensah (2015)	Investigated the direct relationship between TM practices and EP.	TM (Attraction, Development, Retention), EP	Quantitative / Survey (n = 245)	TM practices significantly improved both individual and organizational performance.
Sopiah, Kurniawan & Narmaditya (2020)	Examined whether TM affects EP with work engagement as a moderating factor.	TM, Work Engagement, EP	Quantitative / Survey	TM had a significant positive effect on EP, and work engagement

				strengthened the relationship.
Shafique & Zia-ur-Rehman (2021)	Assessed the impact of TM on EP and turnover intentions.	TM, EP, Turnover Intention	Quantitative / Survey	TM practices enhanced employee performance and reduced turnover intentions.
Pomaranik & Kludacz-Alessandri (2024)	Explored factors affecting EP, emphasizing TM practices.	TM, EP, Organizational Factors	SEM / Healthcare employees (n = 558)	TM had a significant positive effect on EP ($\beta = 0.246$, $p < 0.001$).
Zada et al. (2024)	Examined the mediating role of perceived organizational support in the TM–EP relationship.	TM, EP, Perceived Organizational Support (POS)	Quantitative / SEM	TM positively influenced EP directly and indirectly through POS.

2.3.3.2 Work-Life Balance and Employee Performance

Work-life balance (WLB) has become an important factor for employee effectiveness in several industries, and particularly in healthcare. Studies indicate that work-life control can increase engagement, decrease burnout, and improve job satisfaction. Alharbi (2023), in a quantitative analysis across Jordan and India’s hospitals, found that mental well-being policies and flexible working hours, together with reduced hours, were very effective in increasing staff productivity and higher staff morale.

Further, more evidence from Yustina and Santosa (2020) corroborates these findings by demonstrating that the lack of management of work-family conflict results in poor performance. Their empirical investigation of Indonesian public accounting firms has useful implications regarding how WLB influences the effect of job demands on performance outcomes, although these implications do not extend to the healthcare sector. Moreover, Medina-Garrido et al. (2017) carried out research in Spanish companies to

conclude that policies did not guarantee a better performance, unless corporate support and employee involvement were built in.

Qualitatively, Zabin et al. (2025a) examined the influence of occupational stress on safety culture in Palestinian nurses. They observed that chronic stress and poor WLB support resulted in the erosion of employee welfare and patient care outcomes. In a related study, Zabin and colleagues (2025b) found that work-related strain among Palestinian hospital nurses is associated with lower safety culture and higher error rates. These results highlight the pressing need for health institutions in politically unstable contexts to emphasize employee psychological health as well as formalized WLB mechanisms.

However, despite these positive results, further knowledge and research are needed. For example, Alharbi (2023) and Davidescu et al. (2020) quantify validation evidence on the effect of WLB; there appear to be few longitudinal studies addressing the auctorial performance across a time horizon. Furthermore, many studies focus on the administrative or overall workforce, rather than focusing specifically on clinical staff who experience high-stress environments, including emergency departments. The integration of technology and WLB-supportive leadership models, transformational and servant, would need to be further examined, particularly in an area with limited resources such as Palestine.

Table 2.6: Summary of Previous Studies of Work-Life Balance and Employee Performance

Authors	Context	Method	Key Findings
Alharbi (2023)	Hospitals in Jordan and India	Quantitative	WLB initiatives improve performance and morale.
Yustina & Santosa (2020)	Public accounting firms in Indonesia	Quantitative	WLB mediates conflict and enhances performance.
Medina-Garrido et al. (2017)	Spanish firms	Quantitative	Policies need organizational support to be effective.
Zabin et al. (2025a)	Palestinian hospitals	Qualitative	Stress harms safety and performance.
Zabin et al. (2025b)	Palestinian hospitals	Quantitative	Stress lowers safety perception and increases errors.
Davidescu et al. (2020)	Romanian employees	Quantitative	WLB improves job satisfaction and performance.

2.4 The Causal Impact of Talent Management, Work-Life Balance, and Employee Performance in the Context of Palestinian

The literature on talent management, work-life balance, and employee performance is inadequate internationally, including in the Middle East. This study is an attempt to fill these gaps in Palestine by investigating the antecedents of employee performance. It extends our knowledge of the impact of talent management on employees' performance and work-life balance, as this study is the first to empirically test this linkage in Palestine. The research underlines the relevance of considering employee performance as an interacting relationship of variables.

Mahamid and Bdier (2021) explored the effect of COVID-19 on Palestinian psychosocial support providers and how fear and mental health are mediated by well-being. Fear has escalated, and anxiety and stress are heightened further by local sociopolitical conditions. The report calls for measures to promote well-being and organizational changes to improve mental health, such as stress-reduction programs and policies that support worker well-being during emergencies.

Mahamid (2023) also examined mental health among Palestinian health workers and found profound psychological distress in the face of work-related stresses and socio-political stressors. Resilience was found to play a role in preventing burnout, and the study recommends that stress management programs and a supportive workplace culture be provided to improve employees' resilience.

Furthermore, a secure work environment was found to mediate the relationship between supportive management and performance in healthcare throughout emergencies (Dahleez et al., 2022). Safety climate plays a key role in the motivation and engagement of individuals. Suggestions for empowered action to ensure morale and productivity include providing the possibility of skills through training and investing in safety. This study contributes to the knowledge of healthcare crisis management and effectiveness.

2.5 Research Gaps

Although the literature concerning talent management, work-life balance, and employee performance is abundant, there are substantial research knowledge gaps in healthcare systems, particularly in the context of emerging and conflict-affected economies, including Palestine.

1. Contextual and Geographic Gaps

This is why, for the most part, papers have concentrated on Western or stabilized environments (e.g., Alharbi, 2023; Davidescu et al., 2020) and have not taken into consideration the specific complex nature of the fragile Palestinian healthcare system. Insights from Zabin et al. (2025a, 2025b).

2. Lack of Longitudinal Evidence

However, Alharbi (2023) and Yustina and Santosa (2020) demonstrate a positive relation between work-life balance and performance, but most have used cross-sectional data, which restricts talent management's impacts over time. We need that longitudinal performance trajectory study in healthcare.

3. Fragmented Analysis of Talent Matters Dimensions

Often individual aspects, such as work-life balance and leadership, are analyzed in isolation of a model of the big picture (Davidescu et al., 2020; Cahyadi et al., 2022). There is a dearth of a holistic framework that aligns the recruitment, retention, development, leadership, and well-being strategies, especially in resource-poor environments.

4. The Insufficient Consideration of Mental Health and Stress Factors

Studies by Zabin et al. (2025a, 2025b) and Salameh et al. (2024) demonstrate how workplace stress and stress-related strain impact performance; however, few talent management models consider these issues. Subsequent models may favor emotional resilience and strategies for coping with stress.

5. Work-Life Balance as a Mediator

This study also discovered work-life balance as a mediator in the relationship between talent management and performance of employees; however, this topic is not extensively studied. To date, the literature has not studied work-life balance in combination with other work-related factors (e.g., leadership style or organizational support) among conflict zone factors.

6. Desire for More Sectoral and Policy-Driven Insights

Dahleez et al. (2022) underscore the significance of safety climate and empowered leadership in healthcare effectiveness. However, policy-focused research that connects HR strategies to systems-level outcomes is missing. The influence of national or institutional policy on talent outcomes in Palestine is undertheorized.

7. Low Use in Crisis and Conflict

Stoke (2019: 11) contends that the tool is not used as much during times of crisis and conflict.

Little is known about the protracted crisis and instability that Palestinian healthcare providers experience. Mahamid (2023) and WHO (2024) present findings that identify specific barriers that can serve as a model for structured talent management.

Further research should take more context-appropriate, integrated, and longitudinal forms to grasp the complexities of the situation of health workers in Palestine and other comparable settings.

2.6 Critical Analysis of Previous Studies

The review of literature is not a mere descriptive summary but rather an in-depth assessment of the academic knowledge of talent management, WLB, and employee performance. While previous research has laid theoretical and empirical groundwork and helped in understanding the relationship between these variables, a closer examination reveals a need for scope, context, methodology, and applicability, particularly in the context of conflict-affected and resource-bound environments, as in Palestine. This article attempts to critically appraise the selected peer-reviewed articles for quality and pose and stress face and context validity. It thereby locates the present study in a well-defined intellectual context, specifying what is new in this study and why the Palestinian health sector is of interest to it. The key insights offered in this study not only shed light on literature white spaces, but also emphasize a pressing need for a culturally sensitive and context-dependent inquiry of how talent management and work-life balance strategies together affect employee performance outcomes.

The literature on Talent Management (TM), Work-Life Balance (WLB), and Employee Performance (EP) offers a mix of support and divergence to the current study. Empirical research has made great contributions to the development of the conceptual model theoretically, practically, and methodologically. Studies by Bibi (2019) and Pasaribu et al. (2021) provide a basic understanding of the strategic aspects of TM—especially recruitment, retention, and talent development—with a consistent positive impact on performance outcomes. Concurrently, Gragnano et al. (2020) and Alharbi (2023) place WLB not only as an HR initiative but also as a key echelon that increases employee outcomes like job satisfaction, engagement, and performance. Together, these studies defined the theoretical basis and hypothesis for the present study.

Consistent with those views, the present study confirms that TM plays a motivational role in enhancing EP. Ekhsan et al. (2023) and Alharbi (2023) also emphasize the role of

organized training, leadership development, and recognition of employee practice in motivating and influencing employees to enhance their productivity. Additionally, Yustina and Santosa (2020) contribute evidence to the importance of WLB as a crucial predictor of job satisfaction and performance. However, this study adds to the debate by incorporating these factors into an inclusive model specifically designed for the Palestinian healthcare system, which is marked by political instability, staffing deficits, and systemic stressors. The context- and culture-specific nature of this study provides unique perspectives typically not found in research focused on broader contexts.

This study deviates from previous studies in its focus on Palestine's special socio-political and organizational circumstances. Whereas a significant portion of previous studies have focused on Western or industrialized environments, the present study focuses on healthcare in political conflict and resource-strained environments. For example, Zabin et al. (2025a, 2025b) offer essential qualitative insights into job strain and how it contributes to a negative safety culture of nurses in Palestine, stressing the importance of TM and WLB in this study. Ahmead et al. (2022) and Salameh et al. (2024) further emphasize the urgent psychological and work-related problems that healthcare workers experience in crises such as the COVID-19 pandemic and in times of armed conflict.

Moreover, this study is unique in that it tests WLB empirically as a mediating mechanism in the association between TM and EP, a practice seldom found in the Palestinian empirical literature. The overwhelming majority of current studies within the area, however, have looked in isolation at performance and performance-related outcomes or burnout. This study intersects these dimensions to explain the way WLB mechanisms shape the effectiveness of TM in general and particularly. At the same time, it adds to an emerging body of evidence supporting the institutionalization of holistic WLB policies to reduce burnout and improve productivity.

The implications of these findings are twofold. In theory, it contributes to extending our knowledge of the indirect association between TM and WLB, especially in crisis contexts. Operationally, the study contributes practical implications for healthcare managers, as well as for policymakers, concerning how to design HR strategies to balance professional welfare with institutional performance. The subjecting of the findings to the historical development of Palestine's healthcare system offers a rare but valuable input that may help shape future policy and allocation systems, both in these contexts and in others where generalization is the intention.

2.7 Conceptual Framework and Formulation of Hypotheses

2.7.1 Introduction

This section describes the theoretical model and the hypotheses for each link in the construct under investigation. We will present the hypotheses and implications according to this model, and the conclusion will be a summary of the chapter.

2.7.2 Conceptual Framework

Figure 2.1 displays the conceptual framework for this study. Talent management, work-life balance, and employee performance are the main concepts in this framework. These relationships are portrayed graphically in the diagram below, where talent management is presented as the independent variable (IV), employee performance as the dependent variable (DV), and work-life balance as the mediator.

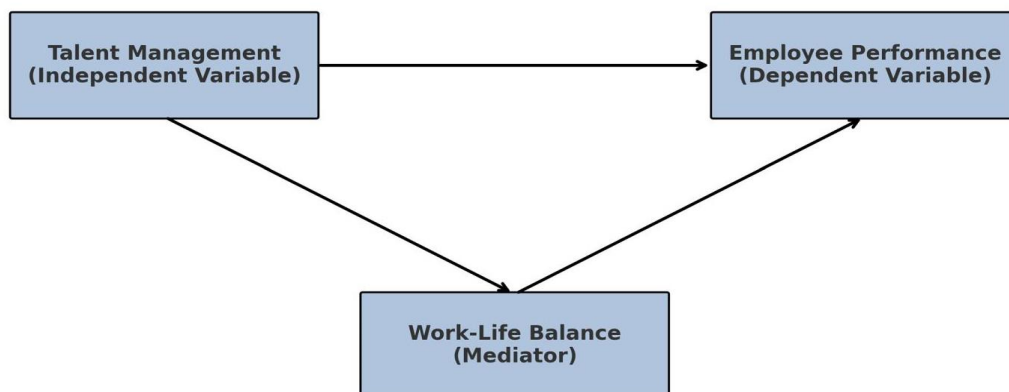


Figure 2.1 Displays the Conceptual Framework for this Study

2.7.3 Formulation of Hypotheses

This subsection presents hypotheses proposed based on a thorough literature review on talent management, work-life balance, and employee performance. The hypotheses are in line with the logic of the research model (Figure 2.1), which establishes the link between cause and effect. Each hypothesis, based on previous research evidence reviewed in the literature review, helps ensure academic congruency and an informative perspective on the Palestinian healthcare context.

2.7.3.1 Talent Management and Employee Performance

Previous studies, including González and Khan (2019), underscore that talent management is a very important means of improving organizational performance by recruiting, developing, and retaining people in the right places. They are known to enhance care and efficiency in healthcare structures. However, differences in results in different organizational cultures may suggest the need for more context-based studies, especially in areas of little empirical research on the subject, such as Palestine. Furthermore, there is a need to scrutinize potential negative effects, such as competition within the self or anxiety. We have the following conjecture:

H1. Talent management has a significant and direct effect on employee performance.

2.7.3.1 Talent Management and Work-Life Balance

Deery and Jago (2015) underlined that work/life balance policies, including flexible working hours and opportunities for personal development, are an important factor in job satisfaction and retention of talent management strategies. A talent management that includes WLB could prevent burnout and enhance organizational loyalty in fast-paced industries. This integrative approach has rarely been investigated in Palestinian healthcare systems, where there are system-wide sources of stress. Hence, the second hypothesis proposed is:

H2. Talent management has a significant and direct effect on work-life balance.

2.7.3.3 Work-Life Balance and Employee Performance

The positive impact of work-life balance on employee performance is proven by studies such as Adisa et al. (2021), who showed that balancing personal and professional obligations positively affects job satisfaction, loyalty, and productivity. Alharbi (2023) supported that the healthcare environment of those workplace WLB, which are done in an organized way, have more attentive and concentrating employees. However, there is a clear need for further empirical ‘testing’ in precarious locations, such as Palestine, especially within clinical settings. Hence, the following hypothesis is formulated:

H3. Work-life balance has a significant and direct effect on employee performance.

2.7.3.4 The Mediation of Work-Life Balance on the Effect of Talent Management on Employee Performance

Alharbi (2023) proved that WLB policies are not only an independent variable but are also a significant mediator between talent management and employee performance. No doubt flexibility in scheduling, family ties, and psychological support help both retain and more effectively use recruits. This mediation is of particular importance in the Palestinian context, given the high levels of stress. Therefore, this hypothesis is formulated:

H4. Work-life balance mediates the relationship between talent management and employee performance.

2.8 Summary

The current chapter provided the theoretical and empirical underpinnings for the study by presenting a critical review of literature on talent management, WLB, and employee performance. It exposed major themes and contradictions, notably in the under-researched context of the Palestinian healthcare system, which showed the significance of contextualized investigation.

Side by side with this review, Chapter 2 marked research gaps for example, geographical bias, scant longitudinal data, and the poor inclusion of mediator variables like WLB of the existing literature and, accordingly, strengthened the applicability of the study. These anomic had played key roles in the development of a theoretical framework depicting the direct and indirect pathways linking the variables of the study.

Lastly, the chapter proposed a number of testable hypotheses drawn from hypotheses based on existing theories, empirical studies, and a priori propositions, which serve to lay a theoretical framework for the next methodology and analysis chapters.

Chapter Three: Research Methodology

3.1 Introduction

This chapter describes the methodology employed to investigate the relationships between talent management, work-life balance, and employee performance in the West Bank healthcare sector. The methodological decisions in this research have been carefully designed to explicitly meet the research aims and foster coherence and alignment between research goals, data generation, and analysis. Specifically, the study aims to explore the following relationships: the influence of talent management on employee performance and work-life balance, the impact of work-life balance on employee performance, and the role of work-life balance as a mediator in the association between talent management and employee performance. This study centers its methodology on these objectives, allowing each methodological decision to contribute to a robust understanding of these specific relationships.

3.2 Research Design

This is a cross-sectional and quantitative study of a descriptive correlational type. The Analytical Unit comprises individual healthcare workers from various facilities in the West Bank. A standardized questionnaire was used to collect data at one point in time. This design is especially relevant when the aim is to understand the interplay among the central variables of talent management, the balance between work and personal life, and employee performance. The quantitative method facilitates the systematic collection and statistical analysis of numerical data to objectively examine the role of work-life balance as a mediating variable (Sarstedt et al., 2021).

A cross-sectional survey was judged to be appropriate because it can collect data from a sample in a brief time with little expense, compared to other research designs (which can increase the generalizability of the results to the population of interest). In addition, the present structure enables the detection and measurement of variables without disturbing their relationships. While qualitative approaches such as interviews could provide rich understandings, they were not selected because of their lower generalizability. Thus, a quantitative approach was considered more consistent with the goals of the present research and conducting hypothesis tests.

3.3 Study Population and Sample

This section presents a detailed description of the study population, a description of the sampling, and the rationale for choosing the sample size for SEM.

3.3.1 Population

In research methodology, a population refers to a group of individuals associated with a specific project. The population serves as the starting point for defining research questions and developing theory. It provides a comprehensive background against which the research question can be tested to explore the phenomenon under investigation systematically (Willie, 2024).

It is rather a subgroup of the general population defined by attributes pertinent to the study (Willie, 2024). It is usually chosen according to predetermined inclusion criteria that are suitable for the study's purposes, ensuring that its results are relevant and maximally applicable. Identification of the target population would further assist researchers in strengthening their efforts, improving the efficacy of data collection, and customizing methodological strategies to meet the study's needs (Asiamah et al., 2017; Casteel & Bridier, 2021; Willie, 2022). This difference between the "true" and "specific" populations is a critical dimension for ensuring methodological quality and for increasing the validity of research results.

The source population of the study is the healthcare workers in different governmental and non-governmental institutions in the West Bank. This category consists of individuals working in hospitals, primary care settings, and specialized clinics. This population was chosen as the subject of this study because healthcare is under pressure and gaining importance and prevalence in discussions about talent management, work-life balance, and employee performance.

To provide a more accurate description of the sample, data were collected from the Palestinian Central Bureau of Statistics (PCBS) through email and oral communication, thereby enhancing the authenticity of the results. By including a variety of professions within healthcare, the study ensures a wide variety of experiences and viewpoints are represented. Healthcare providers in the West Bank include doctors, nurses, and ancillary

personnel. It is estimated that 30,400 individuals are working in the health sector (PCBS, 2023).

3.3.2 Sample Design (Sampling Method)

Sampling design refers to the plan or structure used to select a sample of individuals from a larger population on which to base estimates about the population (Bafarasat, 2024). Sampling involves the selection of individuals relevant to the study's purpose, which improves the precision and efficiency of data collection (Bafarasat, 2024). Sampling methods can be classified into two main types: probability sampling and non-probability sampling (Pace, 2021). In contrast, in probability sampling, all the members of the population have a known non-zero probability of being invited to participate, which means that the findings have greater representativeness and generalizability (Pace, 2021). This study employed a probability sampling design, utilizing stratified sampling, which is well-suited when there are substantially different subgroups within the population. Stratified sampling helps minimize sample bias and increase accuracy, and is particularly useful in cases of population heterogeneity (Basti & Madadzadeh, 2021).

A multistage sampling method was employed due to the variability in the institutional and geographical distribution of the West Bank's health infrastructure. The population was first divided into geographical regions (governorates, including Ramallah, Nablus, and Hebron, among others) through cluster sampling. This clustering method enables optimal field logistics planning while accurately capturing the distribution of healthcare service supply.

In the second stage, health facilities (hospitals, clinics, and centers) were selected within the identified geographic cluster. The sample was then stratified by public and private sectors, as well as clinical versus administrative job types. Appropriate simple random sampling was used to select the individual respondents within each stratum to provide all healthcare workers in any location of the facility an equal chance of participating in the study. The reason a cluster and stratified random sampling design was used is that it facilitates borrowing of representativeness, adjustments for regional diversity, and reduction of logistical work, especially in large-scale field projects (Xu et al., 2021; Griffith et al., 2025).

3.3.3 Sample Size

A sample is a subset of the target population chosen to stand for the whole in responding to the research questions of the study (Bell et al., 2022). Due to time, financial, and distance limitations, it is sometimes not possible to involve the entire population. Perhaps, one way to achieve reliable and generalizable findings under these logistical constraints is to establish an optimal sample size (Walliman, 2021).

Robert Mason's formula (Robert, 1989) was used to determine the appropriate sample size for the study. This equation is well known in social sciences for estimating the sample size based on a given margin of error and confidence level. The equation is written as follows:

$$n = N / 1 + N (e^2)$$

Where:

n = required sample size

N = total number in the population (30,400 healthcare workers)

e = error margin (usually 0.05 for a 95% confidence level)

This means that the study should have at least 395 respondents in order to be statistically reliable at a 95% confidence level and a 5% margin of error.

Structural Equation Modelling (SEM) was preferred as a statistical tool due to the study's large sample size, and it was designed to test both the direct and mediated influences of variables (Kalsi & Kaur, 2024). SEM is particularly suitable for the model, which comprises latent factors and interrelated variables, necessitating a sufficiently large sample size to confirm model fit and stability (Sarstedt et al., 2021; Kline, 2023). Kline (2023) states that to estimate models with extra parameters accurately, more data is needed. As suggested by Kalsi & Kaur (2024), a minimum of 200 individuals is required for an SEM-based study.

This research manipulated three latent variables: Talent Management, Work-Life Balance, and Employee Performance, each measured by more than three observable variables. According to Sarstedt et al. (2021), the required sample size depends on the complexity of the SEM model, as noted below:

Table 3.1: Minimum Sample Size Requirements for SEM Based on Model Complexity

Model Characteristic	Minimum Sample Required
1. Five or fewer constructs, each with more than three items	100 Samples
2. Seven or fewer constructs, each with more than three items	150 Samples
3. Seven or fewer constructs, some with fewer than three items	300 Samples
4. More than seven constructs, some with fewer than three items	500 Samples

The sample size of 395 in the study complies with the recommended size for SEM. The minimum required sample size is $n > 200$ when the number of constructs is less than or equal to 5, as indicated in Table 3.1, provided there is an adequate number of indicators. Therefore, the number of samples we chose is statistically adequate and methodologically reliable. To overcome non-response bias and capture trustworthy data, the researcher distributed 500 questionnaires, considering unfilled or unanswered questionnaires. This approach increases the external and internal validity of the findings.

3.4 Measurement of Constructs

The study explores three fundamentals: talent management, work-life balance, and employee performance. Each construct is derived conceptually from the literature and is operationalized using a proprietary instrument developed from validated tools to ensure precision, reliability, and fitness to context.

Talent management refers to the strategic undertakings within an organization aimed at attracting, developing, retaining, and deploying high-potential and critical competencies to meet identified and projected long-term business needs (Tamunomiebi et al., 2020). In operational terms, this is measured through a tailor-made scale (see below), which comprises three primary components: talent attraction, which relates to the organization's capability to attract and obtain the services of qualified employees; talent development,

involving processes that create opportunities for personal enrichment through both training and mentoring, contributing to personal growth; and talent retention, which refers to the organization's practices and policies aimed toward creating a work environment that encourages these employees to remain at the firm. For each dimension, there is a series of items rated on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) (Durai et al., 2018).

Work-life balance is the degree to which individuals are able to control and balance their work responsibilities and personal life pressures without conflict (Brough et al., 2022). In the present study, work-family balance is defined as a three-dimensional construct. The first dimension, time balance, is the perception of enough time being spent on both work and personal life. The second dimension, involvement balance, describes to what extent participants feel equally involved, emotionally and cognitively, in both contexts. Satisfaction balance measures the balance of satisfaction felt through the interaction of professional and personal roles. These dimensions were assessed by means of a self-developed instrument based on existing frameworks and specifically adapted for the health sector context (Alameddine et al., 2023).

Employee performance is a result of an individual's effort to perform a task in the workplace using time, skill, knowledge, and experience (Aliyyah et al., 2021). As no one comprehensive tool to assess employees' performance has been identified in the literature, an adapted instrument was developed based on a systematic literature review. This scale consists of three dimensions: task performance, defined as employees' ability to accomplish assigned tasks effectively and efficiently; contextual performance, comprising behaviors that exceed formal job requirements, such as helping colleagues, taking the initiative, and showing organizational commitment; and adaptive performance, meaning the individual capacity to adapt to new circumstances and learn quickly to handle work situation changes (Saidin et al., 2024).

For content validity, five bilingual experts in the field of healthcare and human resource management reviewed the instrument. They reviewed the items for linguistic relevance, readability, cultural appropriateness, and theoretical fit. A few precision adjustments were determined by feedback from human evaluators and are described in their feedback. A pilot study to confirm the construct validity was conducted with 30 health-care workers. Estimations of Cronbach's alpha coefficients reflected acceptable internal consistency for the constructs: 0.88 for talent management, 0.85 for work-life balance, and 0.90 for employee performance, exceeding the widely accepted criterion of 0.70 (Hussey et al.,

2025). Moreover, exploratory factor analysis (EFA) confirmed that each item was adequately loaded on the factor for which it was intended. This systematic and rigorous methodology strengthens the validity and reliability of the research instrument, and thus directly serves the purpose and hypotheses of this study.

Dimensions for each construct were selected to be pertinent to the healthcare industry. For VA employee performance, task performance, contextual performance, and adaptive performance were selected because they represent both the technical correctness of healthcare provision and staff's readiness to go beyond minimal expectations to help others and keep patients safe, and their ability to learn in dynamic environments such as emergencies and revised medical protocols. These dimensions are especially critical in hospitals, where precision, teamwork, and adaptability are required under high-pressure conditions.

3.5 Questionnaire Design

The questionnaire is an important tool used here to collect data and provides a formal means for the collection of quantitative data. The survey process is associated with such benefits as expedience, cost-effectiveness, and the ability to standardize input to be later analyzed through statistics. Survey methods lend themselves to testing relationships between and comparisons across two or more groups of interest (Blaikie & Priest, 2019). Moreover, survey protocols are relatively less expensive and less time-consuming compared to techniques such as observation or interviewing, making them suitable for large-scale studies (Saunders et al., 2023; Sekaran & Bougie, 2016).

The literature in this study has a 5-point Likert scale where the responses are rated (1 represents strongly disagree and 5 represents strongly agree) to address the research issues of this study. It has four main sections that are logically arranged to collect information generated from approved sources and are made to be adaptable to the study setting. The items in each section of the instrument were constructed using previous studies and scales that have been used and standardized in the literature (Al-Khatib et al., 2021; Mahmoud, 2021; El-Sayed Taha et al., 2023; Abdullah & Fathy, 2022; Kareem, 2024).

3.5.1 Demographic Information (Section A)

The demographic part in the questionnaire contained the following variables: gender, age, marital status, education level, working experience, job category, place of work, work system, and official work shift. Demographic variables were chosen as control variables because of their potential effect on perceptions of talent management practices, work-life balance, and employee performance. Previous research has shown that individual differences with respect to the former three of these attitudinal characteristics can make a difference in how employees relate to organizational systems and how they respond to human resource strategies.

Gender

In high-stress jobs, particularly in healthcare, there are significant gender differences in the ways employees would interpret workplace procedures and the way they react to them (Obeng et al., 2025). Studies have shown that women might be more affected by the work-family thesis conflict, and women are also more inclined to work-life initiative, which could affect their engagement and performance (Uddin, 2021). Furthermore, women achieving recognition and relational support is at variance with men's perceptions in the talent management process (Kravariti et al., 2023).

Age

Age may affect motivation, receptivity to change, and attitudes toward organizational processes. According to Rice et al. (2022), younger employees may desire flexibility and expansion options compared to older employees who have an inclination toward job security and acknowledgement. Ferdous et al. (2015) also add that such differences mean that the age of employees can influence both how individuals manage their work and personal lives as well as their views about talent management strategies. In addition, age often reflects an employee's experience level, stage of career, and future ambition. For example, younger workers may be at the start of their careers and thus may be looking for options for growth and exploration, but older workers' long-term goals are influenced by their work-related experiences (Rice et al., 2022).

Educational level

The higher the education of an employee, the more likely they are to have the skills and capabilities to make use of advanced opportunities. Highly educated employees may be more skeptical of HR policies and often demand more participation in strategic programs (Shah et al., 2025). In health, the equivalence of qualification and level of job complexity has a major effect on performance levels.

Working Experience

Longer service helps employees feel more familiar with corporate culture and processes. Recruits could be more positive towards talent development, and older staff might feel committed and aware (Urme, 2023). Specifically, younger employees might have significantly lower engagement than their older colleagues, which is related to the fact that they feel less focused in their jobs, leading to reduced engagement at work. Conditions such as desire for options, meaningful jobs, and independence could have a greater influence on the decrease in internal loyalty of young employees (Aslantas, 2024).

Job Category

The level of workplace engagement among managers in the healthcare industry is mediocre. To facilitate a more favorable job engagement, managers should take into account the emotional and physical needs of the healthcare workers and support them in the task of managing the challenges and their benefits (Wang et al., 2023). Job title is a key demographic variable related to responsibility, authority, and the type of work done. It is conceivable that higher-rank group employees may enjoy more learning and participative opportunities as part of their job, and lower-rank employees may face more operational restrictions (which may affect their job performance or work well-being). It can be identified whether there are significant differences in the relationship between talent management practices and employee performance at different job levels by using job title as a moderator and the mediation effect of work-life balance (Wang et al., 2023).

Work System

The work schedule, which is fixed or rotating in nature, can strongly influence the employee's perceived work-life balance as well as stress. Healthcare employees working shifts that rotate may experience higher levels of work-family conflict, which may influence their involvement and their performance (Wu et al., 2024). By doing so, the research is able to investigate the linkage between talent management outcomes and flexible/inflexible work arrangements.

Official Work Hours (Shift)

The number of hours worked in one day is a key factor in profiling job demands and employee health. Long working hours have been correlated with fatigue, reduced job satisfaction, and impaired performance, particularly in the healthcare sector (Wu et al., 2024). This variable lets the researcher determine if the amount of work affects how psychologists feel about balance and support.

Table 3.2: Items in Demographic Information

Demographic Item	Categories
1. Gender	Male / Female
2. Age	20 – 25 / 26-35 / 36-45 / 46-55 / 56 years or older
3. Marital Status	Single / Married / Divorced / Widowed
4. Educational Qualification	Diploma / BA Graduate / Master's or PhD
5. Years of Experience	Less than 5 / Between 5-10 / More than 10
6. Job Category	Physician / Nurse / Administrative Staff / Technicians / Other
7. Place of Work	Ramallah Governmental Hospital / Alia Governmental Hospital (Hebron) / Al-Ahli Hospital (Hebron) / Rafidia Hospital (Nablus) / An-Najah National University Hospital (Nablus) / Clinics or Centers
8. Work System	Permanent Employment / Contract-Based Employment
9. What is your official work shift at the hospital?	Shift A (Morning only) / Shift B (Evening only) / Shift C (Night only) / Shift AB (Rotational between morning and evening) / Shift BC (Rotational between evening and night) / Shift ABC (Rotational between morning, evening, and night)

3.5.2 Talent Management (Independent Variable)

This section includes 16 items and is designed to measure different aspects of talent management practices in hospitals. Strategic talent management is needed to cultivate a strong, committed staff. It is noted that this section is further categorized into three commonly reported factors under the constructs of recruitment (Al-Khatib et al., 2021; Mahmoud, 2021), retention (Abdullah & Fathy, 2022), and development (Kareem, 2024). This section aims to further investigate how healthcare institutions handle their workforce

and to measure the influences of the talent management practices on employee performance and engagement.

Table 3.3: 17 Items of Talent Management

Item	Dimension	Source
1. The management is keen to attract suitable talent to achieve its objectives.	Talent acquisition	Al-Khatib, Mahmoud, Al-Sind, & Anwar (2021)
2. Precise standards are applied in the recruitment and selection of suitable personnel.	Talent acquisition	Al-Khatib et al. (2021)
3. Existing talents are placed in the right positions.	Talent acquisition	Al-Khatib et al. (2021)
4. The organization provides a work environment that attracts outstanding talent.	Talent acquisition	Al-Khatib et al. (2021)
5. Management works diligently to retain highly competent employees.	Talent Retention	Abdullah & Fathy (2022)
6. Fair incentives are offered to outstanding, talented employees to motivate them to stay.	Talent Retention	Abdullah & Fathy (2022)
7. Management considers the opinions of talented employees when setting work plans.	Talent Retention	Abdullah & Fathy (2022)
8. Management gathers feedback from talented employees to improve the work environment.	Talent Retention	Abdullah & Fathy (2022)
9. Management provides a stable work environment to retain talent.	Talent Retention	Abdullah & Fathy (2022)

10. Incentives are determined based on objective talent evaluation criteria.	Talent Development	Kareem (2024)
11. Fair periodic evaluations are conducted to identify areas for talent development.	Talent Development	Kareem (2024)
12. Management offers training programs to develop employee talents.	Talent Development	Kareem (2024)
13. Advanced methods are used to develop talents (e.g., career guidance, continuous education).	Talent Development	Kareem (2024)
14. Continuous training creates promotion opportunities for talents.	Talent Development	Kareem (2024)
15. Management offers programs to prepare and qualify future leaders.	Talent Development	Kareem (2024)
16. Management provides opportunities for fresh graduates to develop their skills.	Talent Development	Kareem (2024)

3.5.3 Work-Life Balance (Mediator Variable)

Section C consists of 19 items on the level of work-life balance among health practitioners. Work-life balance is an important factor in the well-being and performance of employees. This section is organized based on three main aspects:

The Time Balance measures how well respondents achieve their work-life balance. It emphasizes workload allocation, overtime, and flexibility in working hours (El-Sayed Taha et al., 2023). Balance of Engagement measures the amount of engagement employees experience across work and personal pursuits, while Work-Life Balance measures the overall satisfaction with work-life balance, including how stressed we are, whether we feel fulfilled in our jobs, and how happy we are. It helps to understand the effects of work-life integration on the psychology of employees (El-Sayed Taha et al., 2023).

The questions in this section were modified from an earlier study on the impacts of work-life balance on worker productivity and well-being. The answers will explain how work-life policies impact productivity and retention in healthcare.

Table 3.4: 22 Items of Work-Life Balance

Item	Dimension	Source
1. I am not called to attend meetings outside official working hours.	Time Balance	El-Sayed Taha et al. (2023)
2. I can obtain my vacations easily.	Time Balance	El-Sayed Taha et al. (2023)
3. Official working hours are sufficient to complete all my tasks.	Time Balance	El-Sayed Taha et al. (2023)
4. I find enough time to spend with my family alongside my work.	Time Balance	El-Sayed Taha et al. (2023)
5. My work does not require continuous follow-up outside official hours.	Time Balance	El-Sayed Taha et al. (2023)
6. I can achieve a good balance between work time and personal life.	Time Balance	El-Sayed Taha et al. (2023)
7. I can fulfill my family obligations without being affected by overtime work.	Participation Balance	El-Sayed Taha et al. (2023)
8. I regularly participate in social activities despite work pressure.	Participation Balance	El-Sayed Taha et al. (2023)
9. I maintain my focus at work without being affected by family responsibilities.	Participation Balance	El-Sayed Taha et al. (2023)
10. Overtime, work does not affect my social life.	Participation Balance	El-Sayed Taha et al. (2023)
11. The management provides adequate support to achieve work-life balance.	Participation Balance	El-Sayed Taha et al. (2023)
12. The nature of my job fits my skills and academic qualifications.	Satisfaction Balance	El-Sayed Taha et al. (2023)

13. I receive appreciation and rewards when I perform additional tasks.	Satisfaction Balance	El-Sayed Taha et al. (2023)
14. I allocate enough time for activities that bring me personal satisfaction.	Satisfaction Balance	El-Sayed Taha et al. (2023)
15. I am not assigned extra tasks on a mandatory basis.	Satisfaction Balance	El-Sayed Taha et al. (2023)
16. I receive the necessary information and resources to perform my tasks effectively.	Satisfaction Balance	El-Sayed Taha et al. (2023)
17. I work in a motivating environment that promotes employee satisfaction.	Satisfaction Balance	El-Sayed Taha et al. (2023)
18. I do not have uncompleted accumulated work.	Satisfaction Balance	El-Sayed Taha et al. (2023)
19. There is a clear job description for all the tasks I perform.	Satisfaction Balance	El-Sayed Taha et al. (2023)

3.5.4 Employee Performance (Dependent Variable)

These 22 items pertain to different aspects of work performance among healthcare professionals. In addition to carrying out specific tasks, employee productivity reflects how people react to change and what individuals contribute to the overall climate of the company. This is the dependent variable in the present study and is partially explained by work-life balance and talent management practices. The structure of this section comprises three parts, each based on well-known measurement scales from the literature: Work performance measures the degree to which workers perform their work duties. It measures commitment to a work regime, accuracy in task performance, and the economizing use of organizational resources. High task performance is synonymous with the dependable attainment of desired outputs (Abdel-Lah & Fathy, 2022; Karim, 2024). Adaptive performance refers to the ability of employees to adapt to changing circumstances, rebound from setbacks, solve problems, and implement new ideas. The dimension reflects a bend towards new challenges, adaptability, and continuous learning to maintain high performance in an uncertain environment (Abdullah & Fathy, 2022; Karim, 2024). Contextual performance refers to voluntary behaviors that go above and beyond formal job requirements, such as helping others, supporting the organization, or championing organizational decisions. It demonstrates the social and motivational aspects

that contribute positively to overall team performance and work environment (Abdullah & Fathy, 2022; Karim, 2024).

Table 3.5: 22 Items of Employee Performance

Item	Dimension	Source
1. I ensure to perform my job duties accurately according to the required job description.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
2. I complete the tasks assigned to me within the specified time.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
3. I make sure to adhere to official working hours.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
4. I strive to stay updated on all developments related to my job.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
5. I carry out additional tasks that are requested of me.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
6. I complete tasks that contribute to achieving the organization's goals.	Task Performance	Abdel-Lah & Fathy (2022); Karim (2024)
7. I handle changes in my job well whenever the situation demands it.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)
8. I can adapt flexibly when facing unexpected problems at work.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)
9. I know I can manage multiple tasks to achieve organizational goals.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)
10. I recover quickly from difficult situations and resume my work.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)
11. I look for solutions to problems through calm discussions with colleagues.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)

12. I stay updated on innovations in my field to improve my work performance.	Adaptive Performance	Abdullah & Fathy (2022); Karim (2024)
13. I help colleagues when they ask for or need support.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
14. I communicate effectively with colleagues to solve problems and make decisions.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
15. I willingly volunteer to perform extra work.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
16. I insist on overcoming obstacles to complete assigned tasks.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
17. My colleagues regularly seek my advice in difficult situations.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
18. I comply with work instructions even when the supervisor is absent.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
19. I defend the decisions of the management.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
20. I follow proper procedures and avoid unauthorized actions.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
21. My colleagues rely on me to find new solutions to problems.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)
22. I provide support and encouragement to colleagues when they face problems.	Contextual Performance	Abdullah & Fathy (2022); Karim (2024)

3.6 Instrument Validation and Reliability

To ensure the quality and reliability of the data collection instrument, the questionnaire was subjected to a comprehensive validation and reliability process. This follows the procedures for validating and ensuring the reliability of quantitative data, as referenced by the current best practices in survey research (Adams et al., 2014; Klimentku, 2023). Professionals from the fields of human resources and research methodology were approached to review the Arabic and English instruments. It included the examination of a number of issues: whether the items captured all dimensions of the study variables

(content validity), whether the wording was clear, precise, and free of ambiguity, and whether the questions were appropriate for the healthcare context. Several modifications were made according to the experts' comments. Items using long or complex wording were simplified to increase clarity, items in the retention section that overlapped were combined, and the Likert scale anchor points were standardized. Small cultural changes were also made to ensure that “rotational shifts” and “leadership roles” captured the meaning within the Palestinian healthcare sector.

A pilot study was simultaneously carried out among a small group of the study target population to pretest the clarity, relevance, and structure of the tool. A sample size of 30 healthcare workers from the study population was selected. This was designed to pretest the level of clarity, timing, and structure of the questionnaire. Feedback found three problems: (1) vagueness in items related to follow-up during unofficial hours, (2) a double-barreled question in the employee performance domain, and (3) incoherent terminology in the leadership domain. To remedy this problematic situation, the ambiguous item was clarified, and the double-barreled item was split into two distinct items; the terminology was also standardized. These changes increased clarity and made the instrument more contextually relevant and easier to use. This served to identify any problematic item interpretation or item design in advance of widespread use. Feedback from expert reviewers and pilot participants indicated that the questionnaire was relevant to the study setting, understandable to respondents, and the content was consistent with research questions. The tool was subsequently revised and finalized according to their recommendations to increase clarity and applicability.

Additional linguistic validation was performed by linguistic experts to ensure that the Arabic-to-English translation remained accurate and conceptually equivalent. This bilingual analysis increased the tool’s ability to be effective among bilinguals and also reduced the possibility of misinterpretation.

The reliability of the instrument was determined by calculating the Cronbach’s alpha value using SPSS software. This statistical measure is extensively used to assess the internal consistency of the items of a scale; an alpha coefficient value equal to or higher than 0.70 is considered acceptable for reliable instruments (Hair et al., 2019). The reliability coefficients across all dimensions for the questionnaire were highly satisfactory. Moreover, data screening was conducted to identify and treat any missing values or outliers, to clean up the dataset before analysis.

In general, the tool demonstrated validity and reliability, and therefore, it is a valid instrument for gaining insights into talent management, work-life balance, and employee performance in the health sector. These procedures were then supported by the specified methodological criteria provided by Taherdoost (2016), Hair et al. (2019), and Saunders et al. (2003), which greatly increased the validity of the results.

3.7 Data Analysis Techniques

Data obtained from this study were analyzed with Smart-PLS (version 4.0), a computer software developed exclusively to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. This procedure was chosen because it is capable of analyzing more complex models, such as those that incorporate multiple latent factors and mediating effects (such as the potential mediating effect of work-life balance on the relationship between talent management and employee performance; Sarstedt et al., 2021).

PLS-SEM is well-suited for research with moderate sample sizes, non-normal data distributions, and exploratory or predictive purposes. In sharp contrast to covariance-based SEM techniques (e.g., AMOS), which require large samples and strict normality assumptions, SmartPLS provides the much-needed level of flexibility and robustness when dealing with empirical data in applied disciplines, such as healthcare (Sarstedt & Cheah, 2019; Sarstedt et al., 2021). This rationalizes its use in the present study, where conceptual intricacy and methodological constraints required the use of the scale.

The analysis proceeded in two stages. First, the measurement (outer) model was evaluated for reliability and validity. Cronbach's alpha and Composite Reliability were conducted to test the internal consistency, and validity was examined by Average Variance Extracted (AVE). Discriminant validity was tested through the Fornell-Larcker criterion as well as the Heterotrait-Monotrait ratio (HTMT) (Sarstedt et al., 2021).

The second step involved evaluating the structural model (inner model) to examine the proposed relationships among the constructs. Path coefficients were calculated, and the significance of the values was established using 5000 bootstrapping sub-samples. Such a method allowed the author to analyze direct and indirect (mediated) effects so that he could empirically justify the study's conceptual model (Sarstedt & Cheah, 2019).

3.8 Data Collection Procedures

The method for data collection and sampling has been designed to comply with the methodological strictness and empirical validity of the findings. This chapter explains the research methodology, reasons for choosing specific methods of data collection, and the determination of the sample size. In this research, a quantitative method is used since it uses numbers to focus on the quantifiable aspects of the nature of the message. Its appropriateness is justified by the efficiency of a survey-based quantitative approach to collect large amounts of information and the objectivity and ability to reduce the researcher's bias (Bougie & Sekaran, 2019).

A structured self-administered questionnaire was used as the main data collection instrument. The method was appropriate for the quantitative nature of the research process that supported the collection of standardized data from a relatively large number of participants. It reduces researcher influence and enables participants to respond independently and without constraints, which is critical to exploring perceptions of sensitive items and subjective constructs such as work-life balance, talent management, and employee performance.

It was administered, through Google Forms and printed copies, to healthcare providers throughout the West Bank. This "two campuses" model was chosen to maximize coverage of professionals working in technologically advanced and resource-limited institutions. Particularly, the choice of survey method is, perhaps, appropriate for the aim of the study, which sought to investigate relationships between several variables in a large sample. Interviews or observations were considered less appropriate because of their relative lack of generalizability and greater resource cost, as well as the difficulty of capturing standardized data among a diverse sample.

Meanwhile, secondary data were gathered from academic sources such as peer-reviewed journal articles, books, and official reports. These references were tapped to establish the theoretical base, confirm the decisions regarding the selection of constructs and measures utilized, and place the findings in line with the wider literature. The secondary data supplemented the knowledge towards the theme and facilitated the interpretation of the empirical evidence.

The investigator received official approvals from institutions before working on data collection. Participants were told about the purpose of the study, and they were assured that their voluntary participation would be confidential and anonymous. The data collection took four weeks.

3.9 Potential Limitations

Besides the advantages of the adopted quantitative methods, it is essential to be aware of some limitations. There are limitations to the study, with the use of survey self-reported data being a limitation, which can introduce response bias. Respondents may be offering responses they believe are socially acceptable, rather than fully honest representations of their experience, particularly in the case of work-life balance and job performance. Furthermore, as the structured questionnaire to a certain extent homogenizes the process of data collection, it might not allow respondents to elaborate on their viewpoints to the same extent as could be possible through more open-ended qualitative methods, and so risk overlooking divergent views. Another limitation is that cross-sectional studies measure all variables at one time point, thus making it difficult to determine causality between them. These limitations were moderated by the use of anonymous responses to minimize social desirability bias, as well as employing clear and objective survey questions. Additionally, the recruitment of a large and representative sample aimed to increase the generalization of the results. Acknowledging these limitations enables an open and critical appraisal of the methodological procedures employed in the study.

Chapter Four: Results and Data Analysis

4.1 Introduction

Overview

This chapter includes the analysis of data, testing of hypotheses, and a discussion of the main results based on a questionnaire about the influence of the independent variables. It provides a complete picture of how respondents look at the effect of talent management on employee performance, and the mediating role of work-life balance in the healthcare sector in the West Bank. Smart-PLS 4 is used to analyze and interpret the measurement model and structural model of the research model. The author will conclude the results of the present study based on the research questions constructed in the questionnaire, which are mainly focused on the most significant issues reported by respondents during the delegation process.

4.2 Descriptive Statistics

4.2.1 Sample Characteristics

The questionnaire was used to obtain certain demographic characteristics of the respondents, including seven variables that are relevant for this study, as shown in Table 4.1. This table describes the frequency and percentage for each of the variables, classified by the questionnaire categories.

Table 4.1: Results of Analyzing the Sample Characteristics

Variable	Options	Frequency	Percentage %
Gender	Male	207	52.4
	Female	188	47.6
Age categories	20-25 years	83	21.0
	26-35 years	156	39.5
	36-45 years	96	24.3
	46-55 years	51	12.9
	56 years or older	9	2.3

Marital Status	Single	153	38.7
	Married	219	55.4
	Divorced	19	4.8
	Widowed	4	1.0
Education level	Diploma	39	9.9
	BA Graduate	273	69.1
	(Master's or PhD)	83	21.0
Working Experience	Less than 5	110	27.8
	Between 5-10	147	37.2
	More than 10	138	34.9
Job Category	Physicians / Doctors	136	34.4
	Nurses	176	44.6
	Administrative Staff	55	13.9
	Technicians	28	7.1
Place of Work:	Ramallah Governmental Hospital	127	32.2
	Alia Governmental Hospital (Hebron)	64	16.2
	Al-Ahli Hospital (Hebron)	102	25.8
	Rafidia Hospital (Nablus)	51	12.9
	An-Najah National University Hospital (Nablus)	43	10.9
	Clinics or Centers	8	2.0
Work System	Permanent Employment	297	75.2
	Contract-Based Employment	98	24.8
What is your official work shift at the hospital?	Shift A (Morning only)	121	30.6
	Shift B (Evening only)	19	4.8
	Shift C (Night only)	9	2.3
	Shift AB (Rotational between morning and evening)	125	31.6
	Shift BC (Rotational between evening and night)	29	7.3
	Shift ABC (Rotational between morning, evening, and night)	92	23.3

The information yields a demographic and work profile of a sampled population, mainly healthcare workers. The sex ratio is close to 1, and males have a slightly higher proportion

than females do (52.4% vs. 47.6%). Many of the respondents are also in the 26-35-year age range (39.5%) and then the 36-45-year range (24.3%), revealing a large number in an early career form. The majority of the participants are married (55.4%), with a significant proportion being single (38.7%). The educational achievements of the respondents are as follows: the largest proportion have obtained a BA degree (69.1%), followed by a smaller proportion with a higher level of education (master's/PhD) (21.0%), and an even smaller percentage hold a diploma (9.9%).

The distribution of experience is relatively even; the peak is at 5-10 years (37.2%), followed closely by over 10 years (34.9%). The most frequent occupation categories are nurses (44.6%) and doctors/physicians (34.4%), while administrative staff and technicians have a lower prevalence. According to location, Ramallah Governmental Hospital (32.2%) and Al-Ahli Hospital, Hebron (25.8%) are the most frequent places of work.

Three of four are permanently employed (75.2%), and the rest are casual. In terms of work shifts, there is widespread use of morning-only shifts (30.6%) and morning–evening rotation shifts (31.6%), with night-only shifts being rare (2.3%). This profile indicates a young, highly educated workforce, with the majority working permanently, and nurses representing the largest professional group. Additional analysis or visualization could explore how age varies across different roles or how shift preferences differ by gender.

4.2.2 Talent Management

Talent management in the West Bank healthcare sector is evaluated in three main areas: the processes of acquiring talent, the strategies of retaining it, and the initiatives for developing it. In order to clarify these latitudinal features of talent management, the means, standard deviations, and percentage weights are computed. The results are listed in Table 4.2.

Table 4.2: Mean, Standard Deviation, and Percentage Weight of Talent Management Dimensions

Rank	Dimensions	Mean	Std.	Percentage weight	Level
1	Talent acquisition	2.20	0.91	44%	Low
2	Talent retention	2.11	0.96	42%	Low
3	Talent development	2.08	0.89	42%	Low
Talent Management		2.12	0.86	42%	Low

Measures aimed at evaluating the principal propositions of talent management dimensions in the healthcare sector involved calculating the means, standard deviation, and percentage weights. The comments were then ranked in descending order by their mean score.

The findings reveal that the three talent management dimensions, TMA, TMR, and TMD, along with Talent Management, are rated at low percentage weights between 42% and 44%. Talent acquisition is the most weighted at 44% (mean = 2.20), followed by talent retention (42%, mean = 2.11), and overall talent management (42%, mean = 2.12). On the other hand, talent development showed the lowest mean (42%, mean = 2.08). The standard deviations ranged from 0.86 to 0.96, showing a medium variability of the responses, suggesting that there is a certain agreement on judgments among respondents. These results highlight a global weakness in talent management practices, with acquisition being the strongest—although still low-activity—and development representing the weakest one.

4.2.2.1 Talent Acquisition

The results in Table 4.3 display the means and standard deviations of the talent acquisition dimension, respectively:

Table 4.3: Mean, Rank, Standard Deviation, and Percentage Weight of Talent Acquisition Statement

#	Statements	Mean	Rank	Std.	Percentage weight	Level
TA1	The management is keen to attract suitable talent to achieve its objectives.	2.25	2	1.07	45%	Low
TA2	Precise standards are applied in the recruitment and selection of suitable personnel.	2.25	2	0.99	45%	Low
TA3	Existing talents are placed in the right positions.	2.29	1	1.07	46%	Low
TA4	The organization provides a work environment that attracts outstanding talent.	2.09	5	1.06	42%	Low
TA5	The organization has a clear plan to attract appropriate talent.	2.12	4	1.01	42%	Low
Talent Acquisition		2.20	N/A	0.91	44%	Low

The assessment of the TA practices reveals major weaknesses at all assessed levels, as the low scores, constantly indicating weak points, indicate structural problems. The general performance of TA scores a mean of 2.20, with a weight of 44%, indicating a "low" rating. By individual section, the highest-scored portion—positioning existing talent properly—marks a mean margin score of 2.29 (46%), meaning that employees see some organizational role alignment but still view it as grossly insufficient. The recruitment rules and commitment of the top management to attract talent received a rating of 45%, with a mean of 2.25. This indicates that while the efforts to hire are rather recognized, a lot of effort is needed to formalize this practice. More alarming, however, are the low scores in two specific areas: creating an appealing work environment (mean = 2.09, 42%) and developing a clear talent acquisition plan (mean = 2.12, 42%), which emphasize the fundamental disconnects in strategic workforce planning and employer branding. The standard deviations in Table 1 (between 0.91 and 1.07) suggest a fair amount of variability (but not too much, as in the case of a large dispersion) in employee perceptions on these dimensions.

4.2.2.2 Talent Retention

Table 4.4 presents the means and standard deviations for the talent retention dimension.

Table 4.4: Mean, Rank Standard Deviation, and Percentage Weight of Talent Retention Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
TR1	Management works diligently to retain highly competent employees.	2.17	1	1.09	43%	Low
TR2	Fair incentives are offered to outstanding, talented employees to motivate them to stay.	2.14	2	1.07	43%	Low
TR3	Management considers the opinions of talented employees when setting work plans.	2.03	5	1.07	41%	Low
TR4	Management gathers feedback from talented employees to improve the work environment.	2.13	3	1.08	43%	Low
TR5	Management provides a stable work environment to retain talent.	2.08	4	1.01	42%	Low
Talent Retention		2.11	N/A	0.96	42%	Low

The examination of talent retention (TR) practices shows substantial limitations in almost all dimensions tested, while a constant low score demonstrates the existence of systemic issues in employee retention policies. Total TR performance averages only 2.11, with a weight of 42%, which categorizes it as solidly "low." In terms of individual elements, the efforts of management to keep competent staff (mean = 2.17, 43%) and to seek comments on environmental improvements (mean = 2.13, 43%) scored the highest. However, these scores are still not good enough. The score for the equitable provision of rewards for talented employees is slightly lower at 2.14 (43%), implying that the compensation and reward systems need a substantial improvement. The extremely low scores for the consideration of employees' opinions during work planning (mean = 2.03, 41%) and for the provision of a safe workplace (mean = 2.08, 42%) are particularly concerning, demonstrating high deficiencies in employee engagement and workplace security. The standard deviations, ranging from 0.96 to 1.09, indicate a moderate variability in perceptions among employees.

4.2.2.2 Talent Development

Table 4.5 displays the mean and standard deviation values for the talent development process.

Table 4.5: Mean, Rank, Standard Deviation, and Percentage Weight of Talent Development Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
TD1	Incentives are determined based on objective talent evaluation criteria.	2.00	6	1.05	40%	Low
TD2	Fair periodic evaluations are conducted to identify areas for talent development.	2.00	6	1.07	40%	Low
TD3	Management offers training programs to develop employee talents.	2.12	3	1.11	42%	Low
TD4	Advanced methods are used to develop talents (e.g., career guidance, continuous education).	2.21	1	1.07	44%	Low
TD5	Management provides a stable work environment to retain talent.	2.13	2	0.98	43%	Low
TD6	Management offers programs to prepare and qualify future leaders.	2.08	4	0.94	42%	Low
TD7	Management provides opportunities for fresh graduates to develop their skills.	2.02	5	1.03	40%	Low
Talent Development		2.08	N/A	0.89	42%	Low

The assessment of TD practices reveals serious inadequacies in the development of all TD dimensions, and there are consistently poor scores, which reflect a lack of attentiveness to the development and progress of employees. The global TD performance scores an average of just 2.08 through a 42% weight, which puts it squarely in the "low" bracket. The assessment indicates that the most major deficiencies, both at a score of 2.00 (40%), are incentive determination and periodic reporting, which indicates underlying problems in the performance management mechanisms. Training programs also score slightly higher at 42% (mean = 2.12) Unclassified development methods received a score of 44% (mean = 2.21), ranking them as the highest-rated area; however, this score is still not good enough. Leadership development programs (mean = 2.08, 42%) and opportunities for recent college graduates (mean = 2.02, 40%) are similarly underdeveloped, capturing a shortage of focus on both current and future pipelines of

talent. The range of standard deviations (0.89–1.11) indicates moderate variability in the teachers’ perceptions, but the consistently low means across all dimensions suggest that the issues are systemic rather than sporadic.

4.2.3 Work-Life Balance

Three aspects of work-life balance among the healthcare workforce in the West Bank are measured: time balance, participation balance, and satisfaction balance. To clarify these dimensions, means, standard deviations, and percentage weights were put in place. The mean and standard deviation scores of sample responses regarding work-life balance implementation are shown in Table 4.6.

Table 4.6: Mean, Standard Deviation, and Percentage Weight of Organizational Culture Dimensions

Rank	Dimensions	Mean	Std.	Percentage weight	Level
2	Time balance	2.48	0.85	50%	Moderate
3	Participation balance	2.38	0.81	48%	Moderate
1	Satisfaction balance	2.73	0.84	55%	Moderate
Work-Life Balance		2.56	0.76	51%	Moderate

To identify the most frequently occurring statements that represent the application of work-life balance dimensions in the health sector, the mean, standard deviation, and percentage weight of the statements were calculated and arranged in descending order of means. The analysis results show a partial average behavior, with percentage weights between 48% and 55% and means ranging from 2.38 to 2.73. The satisfaction balance has the highest percentage weight (mean = 2.73, 55%), indicating that employees perceive their workplace satisfaction as relatively calm. Time balance ranks a close second (mean = 2.48, 50%), which is suggestive of an appropriate work-life balance. In contrast, the balance of participation scores is slightly lower (mean = 2.38, 48%), indicating that there are fewer occasions to participate. This intermediate level of performance for work-life balance is supported by the aggregate score (mean = 2.56, 51%). The relatively low employer standard deviations (0.76–0.85) indicate a fair amount of agreement among workers.

4.2.3.1 Time balance

Table 4.7 presents the arithmetic means and standard deviations for the time balance process.

Table 4.7: Mean, Rank, Standard Deviation, and Percentage Weight of Process Time Balance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
TB1	I am not called to attend meetings outside official working hours.	2.49	3	1.13	50%	Moderate
TB2	I can obtain my vacations easily.	2.59	1	1.14	52%	Moderate
TB3	Official working hours are sufficient to complete all my tasks.	2.41	5	1.04	48%	Moderate
TB4	I find enough time to spend with my family alongside my work.	2.53	2	1.09	51%	Moderate
TB5	My work does not require continuous follow-up outside official hours.	2.39	6	1.06	48%	Moderate
TB6	I can achieve a good balance between work time and personal life.	2.49	3	1.13	50%	Moderate
Time balance		2.48	N/A	0.85	50%	Moderate

The time balance factor shows rates of a moderate degree of success, with a mean of 2.48 (50%) in the evaluation of all statements. The most positive experience based on the mean ratings is vacation time requests (mean = 2.59, 52%), indicating manageable access to leave. Spending time with family (mean = 2.53, 51%) and not having after-hour meetings (mean = 2.49, 50%) also received relatively high scores, indicating that they were able to draw lines between work and life to some extent.

However, there are some difficulties with the data. The remaining two production planning practices, or divergence factors, with the lowest level of performance are the adequacy of working hours for task completion (mean = 2.41, 48%) and the freedom from after-hours work follow-up (mean = 2.39, 48%). These factors highlight continued problems with workload planning. Additionally, the record of satisfaction regarding work-life modulation is at a mean of 2.49 (50%), and none of the dimensions exceeds the minimum grip force.

The relatively high standard deviations, ranging from 1.04 to 1.14, indicate considerable variation in the responses of employees, where some individuals experience substantially

more difficulties in terms of balancing their time than others. The distribution of scores around the middle suggests that there are no clinical deficiencies, but there is significant room for continued progress in the efforts to help employees better manage their time and workload.

4.2.3.2 Participation Balance

Table 4.8 presents the means and standard deviations of the participation balance process in the first experiment:

Table 4.8: Mean, Rank, Standard Deviation, and Percentage Weight of Participation Balance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
PB1	I can fulfill my family obligations without being affected by overtime work.	2.30	2	1.00	46%	Low
PB2	I regularly participate in social activities despite work pressure.	2.24	4	0.93	45%	Low
PB3	I maintain my focus at work without being affected by family responsibilities.	2.82	1	1.05	56%	Moderate
PB4	Over time, work does not affect my social life.	2.24	4	0.92	45%	Low
PB5	The management provides adequate support to achieve work-life balance.	2.28	3	0.96	46%	Low
Participation Balance		2.38	N/A	0.81	48%	Moderate

The investigation into participation balance is indicative of the fact that employees are severely challenged in balancing their social and family obligations with working obligations. Focus at work with family responsibilities (mean = 2.82, 56%) is the only dimension that scored within the average range, whereas all other conditions were rated below average, highlighting the systemic challenges faced in integrating work and life. Specifically, employees find it difficult to balance family responsibilities (mean = 2.30, 46%), participate in social activities (mean = 2.24, 45%), and protect their social life from work interruption (mean = 2.24, 45%). This is compounded by a belief in a lack of organizational support (mean = 2.28, 46%). Standard deviations of 0.81–1.05 suggest that these problems are not unique but occur across the entire workforce. This data presents

an alarming picture of the professional work world, which seems to largely drive out personal life and potentially diminishing employee satisfaction and loyalty. The total participant score balance, on the other hand, can achieve a moderate level (average = 2.38, 48%).

4.2.3.3 Satisfaction Balance

Table 4.9 presents the means and standard deviations of satisfaction balances for each dimension:

Table 4.9: Mean, Rank, Standard Deviation, and Percentage Weight of Satisfaction Balance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
SB1	The nature of my job fits my skills and academic qualifications.	3.58	1	0.95	72%	Moderate
SB2	I receive appreciation and rewards for performing additional tasks.	3.18	2	0.97	64%	Moderate
SB3	I allocate enough time for activities that bring me personal satisfaction.	2.75	4	1.09	55%	Moderate
SB4	I am not assigned extra tasks on a mandatory basis.	2.31	7	1.21	46%	Low
SB5	I receive the necessary information and resources to perform my tasks effectively.	2.51	6	1.17	50%	Moderate
SB6	I work in a motivating environment that promotes employee satisfaction.	2.52	5	1.15	50%	Moderate
SB7	I do not have uncompleted accumulated work.	2.77	3	1.13	55%	Moderate
SB8	There is a clear job description for each task I perform.	2.22	8	1.16	44%	Low
Satisfaction Balance		2.73	N/A	0.84	55%	Moderate

The satisfaction balance analysis shows a rather mixed view of the employee experience regarding satisfaction, indicating an overall moderate level of satisfaction (mean = 2.73,

55%). The employees report the highest level of satisfaction in job fit, with a mean value of 3.58, or 72%, which means there is a good match between the requirements of each position and the skills and abilities of the employees. This is also true for additional forms of recognition (mean = 3.18, 64%). However, there are some worrying gaps, including with regard to task clarity and workload management. Clear job descriptions (mean = 2.22, 44%) and required extra tasks (mean = 2.31, 46%) rated low for role definition, which may indicate a structural deficit. Workers are only half satisfied with resources (mean = 2.51, 50%), work environment (mean = 2.52, 50%), personal time (mean = 2.75, 55%), and workload completion (mean = 2.77, 55%). The large standard deviations for each topic (0.84-1.21) highlight the variation in experiences across these domains.

4.2.4 Employee Performance

The performance of employees in the West Bank healthcare industry is measured by three types: task performance, adaptive performance, and contextual performance. To provide clarity about the dimensions of employee performance, means, standard deviations, and percentage weights were computed. As indicated in Table 4.9, the average standard deviation of sampled responses for administering employee performance are as follows:

Table 4.10: Mean, Standard Deviation, And Percentage Weight of Organizational Culture Dimensions

Rank	Dimensions	Mean	Std.	Percentage weight	Level
1	Task Performance	3.61	0.59	72%	Moderate
3	Adaptive Performance	3.55	0.57	71%	Moderate
2	Contextual Performance	3.58	0.43	72%	Moderate
Employee Performance		3.58	0.43	72%	Moderate

The analysis of general means, standard deviation, and percentage weight of the statements in decreasing order reveals the main statements of employee performance dimensions in the healthcare sector. Examination of these performance dimensions also shows consistently moderate to strong outcomes in all the dimensions studied, with percentage weights varying between 71 and 72% and mean scores from 3.55 to 3.61. Task Performance is the most influential factor (mean = 3.61, 72%), followed by Contextual

Performance (mean = 3.58, 72%) and total Employee Performance (mean = 3.58, 72%). Adaptive Performance's reliability is slightly lower but still provides strong results (mean = 3.55, 71%). The low SDs (0.43 - 0.59) indicate a high level of agreement among subjects toward these positive appraisals.

4.2.4.1 Task Performance

Table 4.11 displays the mean and standard deviation values for the task performance dimension.

Table 4.11: Mean, Rank, Standard Deviation, and Percentage Weight of Satisfaction Balance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
TP1	I ensure to perform my job duties accurately according to the required job description.	3.83	1	0.72	77%	High
TP2	I complete the tasks assigned to me within the specified time.	3.56	4	0.71	71%	Moderate
TP3	I make sure to adhere to official working hours.	3.65	2	0.68	73%	Moderate
TP4	I strive to stay updated on all developments related to my job.	3.61	3	0.80	72%	Moderate
TP5	I carry out additional tasks that are requested of me.	3.55	5	0.81	71%	Moderate
TP6	I complete tasks that contribute to achieving the organization's goals.	3.48	6	0.86	70%	Moderate
Task Performance		3.61	N/A	0.59	72%	Moderate

The task performance analysis demonstrates that the employees studied are strongly committed to their core job duties, achieving a moderately high level of performance (mean = 3.61, 72%). Employees exhibit a high ability in implementing their required job tasks (mean = 3.83, 77%), which denotes a high level of role compliance. Time management is another strong point that includes attention to official working hours (mean = 3.65, 73%) and satisfactory work within the deadline (mean = 3.56, 71%). Additionally, employees are proactive in keeping up-to-date with their jobs (mean = 3.61, 72%) and volunteering for extra duties (mean = 3.55, 71%). All dimensions rated high to very high (see mean values), but task completion was slightly lower (mean value = 3.48,

i.e., 3), which seems to indicate that there is room for improving the strategy-alignment of daily tasks with organization objectives. The fact that the standard deviations are constantly low (0.59 to 0.86) suggests that these upward trends apply to the overwhelming proportion of employees.

4.2.4.2 Adaptive Performance

Table 4.12 displays the mean and standard deviation values for the Adaptive Performance dimension.

Table 4.12: Mean, Rank, Standard Deviation, and Percentage Weight of Adaptive Performance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
AP1	I handle changes in my job well whenever the situation demands it.	3.49	5	0.68	70%	Moderate
AP2	I can adapt flexibly when facing unexpected problems at work.	3.68	1	0.74	74%	High
AP3	I know I can manage multiple tasks to achieve organizational goals.	3.61	2	0.71	72%	Moderate
AP4	I recover quickly from difficult situations and resume my work.	3.54	4	0.70	71%	Moderate
AP5	I look for solutions to problems through calm discussions with colleagues.	3.55	3	0.78	71%	Moderate
AP6	I stay updated on innovations in my field to improve my work performance.	3.45	6	0.87	69%	Moderate
Adaptive Performance		3.55	N/A	0.57	71%	Moderate

The examination of adaptive performance shows that workers possess considerable flexibility and strength in all respects to their work environments with a mean of 71%, which shows a high-moderate level of performance (mean=3.55). Staff are particularly good at dealing with sudden crises (mean=3.68, 74%). The workers also demonstrate good competencies in adapting to job changes (mean=3.49, 70%), multitasking (mean=3.61, 72%), and rebounding from adversity (mean=3.54, 71%). Constructive discussions, which serve as a soundboard for collaborative problem-solving (M = 3.55, 71%), are well-regarded for facilitating interactions that lead to solutions for problems.

Staying informed about field innovations reports a slightly lower performance (mean=3.45, 69%), but its performance is moderate. The low standard deviations (0.57-0.87) suggest these adaptive functions have a uniform distribution across the workforce.

4.2.4.3 Contextual Performance

Table 4.13 shows the mean and standard deviation values for the contextual performance dimension.

Table 4.13: Mean, Rank, Standard Deviation, and Percentage Weight of Contextual Performance Statements

#	Statements	Mean	Rank	Std.	Percentage weight	Level
CP1	I help colleagues when they ask for or need support.	3.80	1	0.69	76%	High
CP2	I communicate effectively with colleagues to solve problems and make decisions	3.71	2	0.62	74%	High
CP3	I willingly volunteer to perform extra work.	3.26	10	0.90	65%	Moderate
CP4	I insist on overcoming obstacles to complete assigned tasks.	3.61	6	0.64	72%	Moderate
CP5	My colleagues regularly seek my advice in difficult situations.	3.52	7	0.66	70%	Moderate
CP6	I comply with work instructions even when the supervisor is absent.	3.68	5	0.66	74%	High
CP7	I defend the decisions of the management.	3.34	9	0.74	67%	Moderate
CP8	I follow proper procedures and avoid unauthorized actions.	3.69	4	0.61	74%	High
CP9	My colleagues rely on me to find new solutions to problems.	3.49	8	0.78	70%	Moderate
CP10	I provide support and encouragement to colleagues when they face problems.	3.71	2	0.61	74%	High
Contextual Performance		3.58	N/A	0.43	72%	Moderate

The results of the analysis on contextual performance show very strong behaviors, even though employees support and contribute to the organizational environment at an overall high moderate level. The magnitude of the perceived sensitivity for contextual performance is indicated by a mean value of 3.58 (72%). Workers tend to rise above

average in terms of support and collegiality effects, such as helping colleagues (mean = 3.80, 76%), having effective problem-solving communication (mean = 3.71, 74%), and offering encouragement to others (mean = 3.71, 74%), that all fall within the high range. Additionally, the employees report a high level of procedural compliance with maintaining proper behavior in the absence of supervision (mean = 3.68, 74%) and following procedures (mean = 3.69, 74%).

The workforce shows moderately strong initiative and innovation behavior in their ability to deal with work hurdles (mean = 3.61, 72%) and act as a resource for co-workers (mean = 3.52, 70%; mean = 3.49, 70%). Although the scores are still positive, volunteering for overtime comes with a slightly lower mark. The low standard deviations (0.43 overall; 0.61–0.90 per item) indicate that these positive contextual performance behaviors are seen across the workforce.

4.3 Study Model Evaluation

A two-step process is used to assess the research model, which includes measurement assessment (validity and reliability of the measures) and structural assessment (testing the research hypotheses).

4.3.1 Measurement Model Evaluation

The assessment of the measurement model consists of three basic phases: convergent validity, discriminant validity, and internal consistency.

4.3.1.1 Convergent Validity

Convergent validity refers to the situation in which the items used as indicators for a given construct primarily measure that construct of interest. This occurs when they share a significant amount of common variance (Cheung et al., 2024). They underscore the role of cross loadings, outer loadings, and Average Variance Extracted (AVE) in establishing convergent validity. As a rule of thumb for reliability, AVE values of 0.50 or more are ideal, with indicator loadings of 0.70 or higher (Chin, 1998).

4.3.1.1.1 Outer Loading

This is in line with the conclusion in the study and the recommendation of Cheung et al. (2024), where future research re-examines indicators with outer loadings lower than the acceptable level of 0.40. Although some of those items were retained in the present analysis based on their theoretical importance and their contribution to face validity, their low factor loadings suggest that there may be measurement problems with them. Hence, future research needs to readjust, enhance, or substitute such indicators to improve the reliability and validity of the measurement model. This would improve construct measurement and thus will yield more reliable empirical findings under the same research setting.

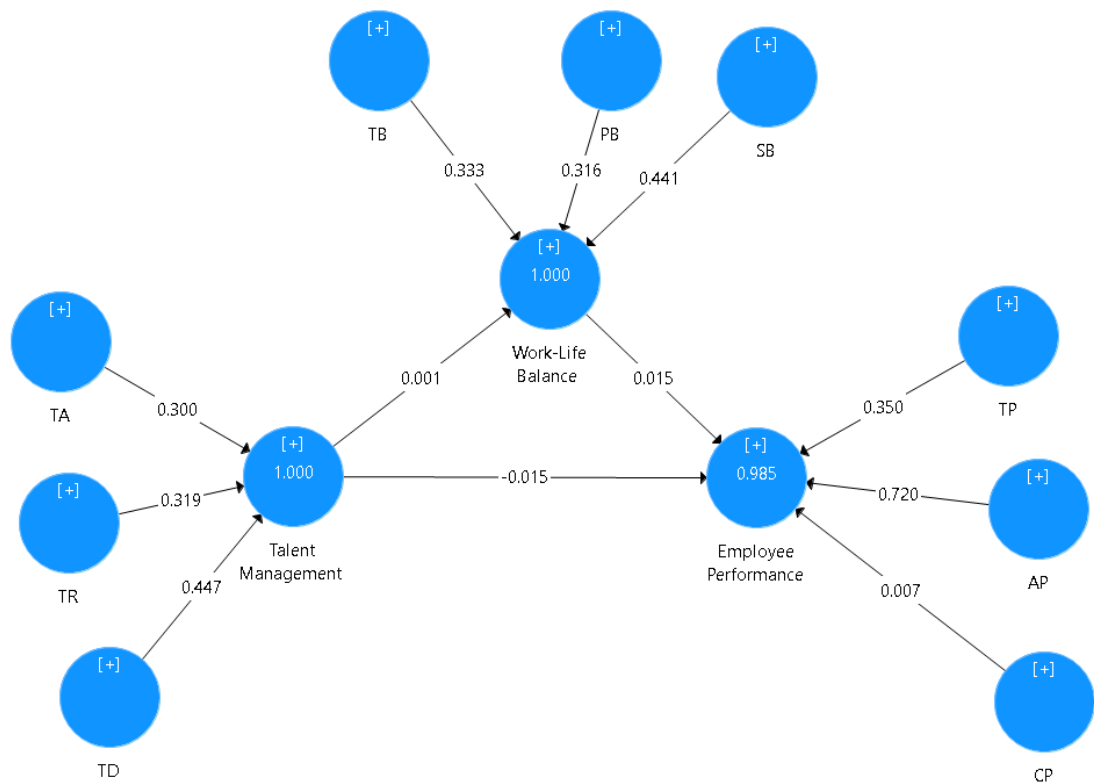


Figure 4.1: Measurement Model; Value in the Path Represents the Outer Loading of the Indicator

4.3.1.1.2 Average Variance Extracted (AVE)

The authors comment that AVE is still one of the best measures of convergent validity. Cheung et al. (2024) mention that AVE should not be smaller than 0.50, meaning that the latent construct fits at least half of the indicators. A small AVE indicates some surplus of

unexplained error, in which the model specification or the item quality should be reexamined.

Table 4.14: Result of Average Variance Extracted (AVE)

Abbreviations	Constructs	AVE
TM	Talent Management	0.676
TA	Talent Acquisition	0.765
TR	Talent Retention	0.811
TD	Talent Development	0.743
WB	Work-Life Balance	0.511
TB	Time Balance	0.584
PB	Participation Balance	0.695
SB	Satisfaction Balance	0.58
EP	Employee Performance	0.504
TP	Task Performance	0.587
AP	Adaptive Performance	0.584
CP	Contextual Performance	0.507

Moreover, the examination of AVE levels is vital to determine the measurement quality of the constructs in this study. The item loadings of talent management indicated a high level of convergent validity, with Talent Retention recording the highest AVE of 0.811, Talent Acquisition at 0.765, and Talent Development at 0.743. These findings suggest that these scales have constructed validity. The total Talent Management composite also demonstrates good convergent validity with a correlation value of $r = 0.676$.

In contrast, the work-life components demonstrate uneven performance; Participation Balance scores well with a value of 0.695, while the values for Time Balance (0.584) and Satisfaction Balance (0.580) fall into the acceptable arrangement. The specifications for employee performance are less uniform. There is an acceptable convergence for Task Performance (0.587) and Adaptive Performance (0.584), but Contextual Performance (0.507) and the global Employee Performance composite (0.504) are just over the 0.5 cut-off. Significantly, the all-encompassing Work-Life Balance scale shows little validity, in which $r = 0.511$.

4.3.1.2 Discriminant Validity

Discriminant validity is the degree to which one construct does not represent other constructs. This type of validity requires that the items of a measure of a given construct should bear a small or no relationship with those of other constructs (Cheng et al., 2024). The Fornell-Larcker criterion and the analysis of cross-loadings are identified as the two dominant approaches to discriminate validity. Both specifications will test whether a construct is empirically distinct in the model organization.

4.3.1.2.1 Cross Loading

Cross-loading analysis is a technique employed to assess discrimination validity by investigating how other constructs would share loadings on their own intended construct. According to Cheung et al. (2024), each of the indicators should have the highest loading on the construct to which it is attached and the lowest loadings on all the other constructs. This check is essential for assessing whether indicators have a single relationship with the underlying latent variable for which they are indicators. Empirically, every indicator is tested to verify if the primary loadings are higher than the cross-loadings in a loading matrix availed by Smart-PLS or a related program. Extractors with higher loadings on unexpected constructs should be either adapted or eliminated, as this would suggest low discriminant validity.

4.3.1.2.2 Fornell-Larcker Criterion

The Fornell-Larcker criterion is a criterion most commonly used for judging discriminant validity in structural equation modeling. Cheung et al. (2024) argue that with such an approach, the coefficients of each latent construct and all other constructs in the model are compared with the square root of the Average Variance Extracted (AVE) of each construct. For discriminant validity to be achieved, the square root of the AVE must be greater than inter-correlations. In practice, a new matrix is built in which the diagonal elements (\sqrt{AVE}) are all larger than any values (in their own rows and columns). Satisfying this condition increases the chances that each construct in the model has more variation that is shared with its indicators than with other constructs.

The square root of the AVE for each construct is greater than the inter-construct correlation values at the first order with any other construct, as shown in Table 4.13.

Table 4.15: Fornell-Larcker Criterion for First-Order Construct

	AP	CP	Employee Performance	PB	SB	TA	TB	TD	TP	TR	Talent Management	Work-Life Balance
AP	0.764											
CP	0.546	0.712										
Employee Performance	0.957	0.589	0.71									
PB	0.306	0.188	0.326	0.834								
SB	0.351	0.138	0.362	0.763	0.761							
TA	0.178	0.236	0.217	0.616	0.544	0.875						
TB	0.299	0.266	0.364	0.796	0.718	0.593	0.764					
TD	0.308	0.3	0.359	0.703	0.638	0.773	0.68	0.862				
TP	0.664	0.545	0.832	0.321	0.27	0.264	0.415	0.393	0.766			
TR	0.169	0.155	0.216	0.661	0.576	0.85	0.564	0.838	0.284	0.9		
Talent Management	0.246	0.255	0.295	0.71	0.633	0.916	0.663	0.946	0.346	0.948	0.822	
Work-Life Balance	0.358	0.215	0.391	0.919	0.923	0.633	0.903	0.731	0.366	0.652	0.726	0.715

Note: Diagonals in bold represent the square root of each construct AVE. Off-diagonal represents the constraint's correlation.

In addition, the results in Table 4.16 confirm that the square root of each construct (AVE) is higher than the correlation with another construct in the second order.

Table 4.16: Fornell-Larcker Criterion for Second-Order Construct

	EP	TM	WB
EP	0.707		
TM	0.333	0.822	
WB	0.418	0.733	0.714

Note: Diagonals in bold represent the square root of each construct AVE.

Off-diagonal represents the constraint's correlation

The significant relationships between the first-order constructs are supported by the Fornell-Larcker criterion analysis and indicative of sound discriminant validity.

Moreover, Table 4.14 shows that the square root of the average variance extracted for each construct is larger than the correlation with any other construct in this second order. Further, the Fornell-Larcker criterion analysis of second-order constructs exhibits strong discriminant validity, reflected in three important observations. First, the square roots of the AVE of each construct (diagonal elements) are higher than the rest of the inter-construct correlations (Table 9), so it supports the discriminant validity: Employee Performance (EP = 0.707) presents lower correlations with Talent Management (TM = 0.333) and Work-Life Balance (WB = 0.418); Talent Management (TM = 0.822) presents a moderate correlation with Work-Life Balance (WB = 0.733); and Work-Life Balance (WB = 0.714) shows expected moderate relationships with the two involved constructs. Second, the highest correlation is between Talent Management and Work-Life Balance (0.733), indicating that strategic HR practices play an important role in work-life balance. Third, Employee Performance exhibits a weaker, though significant, relation as well, particularly with Work-Life Balance (0.418), indicating that work-life may improve job performance. These results support the discriminant validity of the measurement model and highlight key structural relations—most notably, that talent management systems are associated nearly twice as strongly with work-life balance (0.733) as with direct performance outcomes (0.333), which may situate work-life balance as a mediating variable in models of organizational effectiveness. The results justify the use of such higher-order constructs in follow-up Structural Equation Modelling; the observed patterns of the correlations offer important guidance for theoretical framework design.

4.3.1.3 Internal Consistency Reliability

Internal consistency is the degree to which items in a construct are consistently measured with respect to a common underlying concept (reliability). Cheung et al. (2024) mention the use of Cronbach's alpha (α) and Composite Reliability (CR) for internal consistency. Cronbach's alpha values higher than 0.80 show good reliability, and α values more than 0.70 are acceptable. In an SEM context, CR is considered to be more accurate because it takes into account the different loadings of the indicators. The CR scores of the constructs demonstrated high internal consistency in the current study and exceeded the suggested criterion value of 0.90.

In line with this, a study by Sarstedt et al. (2021) pointed out that CR figures greater than 0.90 are recommended for confirmatory research; a CR above 0.70 is acceptable,

especially in exploratory research. The results of Cronbach's alpha and CR in these latest studies are not only satisfactory but also surpassed the recommended thresholds, suggesting that the constructs are measured with no or the least measurement errors and are high in reliability.

Table 4.17: Result of Cronbach's alpha (CA) and Composite Reliability (CR) Coefficients

#	Dimensions	CA	CR
TM	Talent Management	0.97	0.972
TA	Talent Acquisition	0.923	0.942
TR	Talent Retention	0.942	0.955
TD	Talent Development	0.942	0.953
WB	Work-Life Balance	0.944	0.951
TB	Time Balance	0.856	0.893
PB	Participation Balance	0.889	0.919
SB	Satisfaction Balance	0.887	0.913
EP	Employee Performance	0.885	0.908
TP	Task Performance	0.859	0.894
AP	Adaptive Performance	0.857	0.894
CP	Contextual Performance	0.842	0.877

The reliability analysis indicates strong psychometric properties in all constructs measured (with both CA and CR exceeding the threshold of 0.7). Among different dimensions of research data, the field of talent management presents specifically very high internal consistency, evident from the fact that the composite scale is almost perfectly reliable (CA=0.97, CR=0.972). These subcomponents—Talent Acquisition (CA=0.923, CR=0.942), Talent Retention (CA=0.942, CR=0.955), and Talent Development (CA=0.942, CR=0.953)—all surpassed this critical level of 0.92. Measures of work-life balance also exhibit very good reliability, where the compound scale exhibits CA of 0.944 and CR of 0.951. Additionally, the subdimensions show good reliability: Time Balance (CA=0.856, CR=0.893), Participation Balance (CA=0.889, CR=0.919), and Satisfaction Balance (CA=0.887, CR=0.913). The reliability of employee performance dimensions is slightly lower but still strong, with an overall composite score of CA=0.885 and CR=0.908. The two subscales—Task Performance (CA=0.859, CR=0.894), Adaptive Performance (CA=0.857, CR=0.894), and Contextual Performance

(CA=0.842, CR=0.877)—all exceed or meet traditional criterion. The universally high CRs, corrected for factor loadings, suggest an inconsiderable amount of measurement error in all scales. These results support the credibility of the measurement tools, as they accurately reflect their theoretical constructs and can be used without reservations in further research. Moreover, the psychological properties of these measures are especially good, the talent management measures in particular. Small deviations in the CA and CR values of the measurement model are in line with expectations, and the slightly higher CR values are expected due to their sensitivity to factor loadings; this also supports the good measurement model as a whole.

4.3.2 Structural Model Evaluation

After the validation and the reliability of the measurement model were established, the structural model was assessed in order to test the proposed relationships existing between the constructs. Before hypothesis testing was performed, four essential checks were conducted following recommended SEM procedures (Cheung et al., 2024), including a check for collinearity, the R^2 , predictive relevance Q^2 values, and the effect size (f^2). These statistics can inform us about the predictive power of the model, the amount of variance the model explains, and the magnitude of path relationships.

4.3.2.1 Collinearity Test

Collinearity is first tested when evaluating the structural model. As noted by Cheung et al. (2024), multicollinearity is a problem when the VIF is above 5. In our study, as presented in table 4.16, VIFs of all constructs do not exceed 5, indicating no multicollinearity among the constructs.

Table 4.18: Collinearity Assessment

	TM	WB	EP
TA	3.768		
TR	4.09		
TD	3.515		
TB		3.074	
PB		3.823	

SB		2.657	
TP			2.058
AP			2.068
CP			1.589

4.3.2.2 Coefficient of determination (R^2)

The coefficient of determination (R^2) is a popular measure for evaluating the structural model. It indicates the percentage of variance in the endogenous factors that is explained by the exogenous factors in the model. Higher values imply a more powerful explanatory capability, where the R^2 value is between 0 and 1. In this research, the electricity demand forecasting R^2 values that range from 0.278 to 0.538 indicates that the dependent constructs' levels of predictive accuracy vary based on the previous results in Table 4.19.

Table 4.19: Result of R^2

Constructs	R^2	Degree of explanation
Talent Management	0.278	Good
Work-Life Balance	0.538	high

4.3.2.3 Predictive Relevance (Q^2)

The second step in the evaluation of the structural model is to assess its predictive relevance (Q^2), indicating the model's predictive power. Blindfolding is used to measure, and positive values indicate that the exogenous constructs have predictive relevance for the endogenous constructs (Sarstedt et al., 2021; Cheung et al., 2024). Table 4.20 highlights the causality between exogenous and endogenous variables. The values of each variable are above zero (see Table 4.20), suggesting that the structural model exhibits adequate predictive significance for all the endogenous variables in the model.

Table 4.20: Result of Q^2

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
AP	2370	1387.486	0.415
CP	2765	1802.417	0.348
Employee Performance	3950	2361.526	0.402
PB	1975	912.826	0.538
SB	3160	1647.129	0.479
TA	1975	714.075	0.638
TB	2370	1374.344	0.42
TD	2765	955.735	0.654
TP	2370	1341.105	0.434
TR	1975	581.15	0.706
Talent Management	6715	2413.472	0.641
Work-Life Balance	7505	4066.369	0.458

The blindfolding analysis indicates high predictive relevance in the constructs of the model, as all the Q^2 values exceed the recommended criterion of 0.25. Talent Retention (TR) is the strongest predictor with a Q^2 value of 0.706, swiftly followed by Talent Development (TD) (0.654) and Talent Management (TM) (0.641), showing especially worthwhile predictive ability in the area of talent management. The sizes of the work-life balance factors have a moderate to strong predictive validity: PB is 0.538, TB is 0.420, and SB is 0.479. Employee Performance has good predictive validity (0.402), and so do its facets: TP (0.434), AP (0.415), and CP (0.348). The broad concept of Work-Life Balance is moderately predictive (0.458), as is Talent Acquisition (0.638). Together, these results suggest that the model has significant out-of-sample predictive power in all theoretical areas, but the talent management components in particular are strongly predictive. The results support the model's applied value for the organization, particularly in decision-making and in all applications of talent management that obtain the highest scores of predictive relevance. All Q^2 were considerably higher than the minimum threshold value of 0.25, and most were higher than 0.35, evidencing the robustness of the model for explaining and predicting.

4.3.2.4 Effect Size (f^2)

Through comparing the ΔR^2 value when excluding each predictor variable from the model, the f^2 effect size is used to map the effect of each exogenous construct on the explaining power of endogenous constructs (Sarstedt et al., 2021; Cheung et al., 2024). The f^2 values of the structural model's superscript base, f , are shown in Table 4.19. The results imply that the first construct is necessary to model research dimensions (workforce diversity, organizational culture, and turnover intention), and it significantly contributes to explaining the second construct. The magnitude of removing the first factor from the second is large. On the other hand, the removal of associations between corporate culture, employee diversity, and turnover intention yields small reductions in power. The exclusion of the relationship between organizational culture and workforce diversity is also thought to have a marginal effect, meaning that these specific relationships are not strong mediators of the explanatory strength of the model.

Table 4.21: Result of Effect Size (f^2)

Endogenous constructs	Exogenous constructs			Effect size
	EP	TM	WB	
TA	0.021		0.115	Small effect
TR	0.023		0.111	Small effect
TD	0.067		0.208	Medium effect
TB	0.139	0.032		Large effect
PB	0.112	0.114		Large effect
SB	0.132	0.043		Large effect
TP		0.071	0.571	Large effect
AP		0.012	0.143	Large effect
CP		0.038	0.571	Large effect

4.3.2.5 Testing the Hypotheses (Inter-Relationship/Cause and Effect between Constructs of TM, WB, and EP)

The investigator then addressed the study hypotheses and answered the research questions. It was proposed in the theory (refer to Figure 4.4) that there is a relationship between the constructs that had a role in this study. The researcher calculated the

statistical significance of the proposed relationship using the available data. Following this procedure, the analysis focused on the complex interdependent relationships among the three main variables in this study: Talent Management (TM), Work-Life Balance (WB), and Employee Performance (EP). The arrows in the diagram indicate the strength of the associations between the variables.

This research postulates the following four hypotheses and thus needs to use the path coefficient test. Additionally, to test the hypotheses of the study as defined by Hair et al. (2017), bootstrapping with 5,000 subsamples was used. The outcomes of the study hypotheses are presented in Figure 4.4.

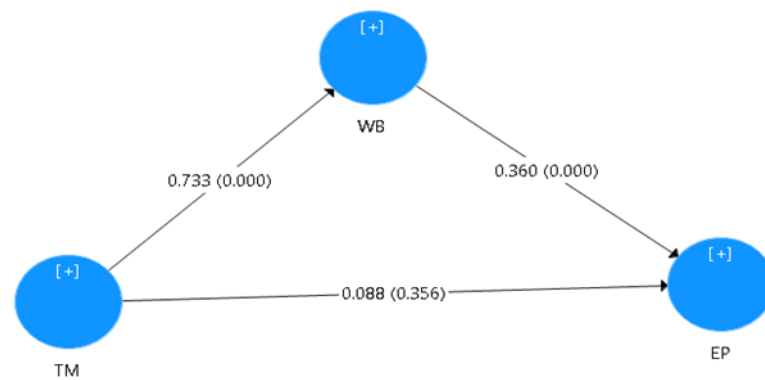


Figure 4.2: Result of Path Analysis; Values in the Inner Model Represent the Path Coefficient (P-Value); Values in the Outer Model Represent the P-Value

4.3.2.5.1 Hypothesis 1: Talent Management and Employee Performance

H1: Talent management has a significant and direct effect on employee performance in the West Bank healthcare sector

Talent management does not have a significant direct impact on employee performance in the health sector in the West Bank. As can be seen from Table 4.20, the p-value of 0.549 exceeds the significance level of 0.05. Hence, we fail to reject the null hypothesis. This result contradicts prior studies that found a positive relationship between employee performance and talent management in various industries, except in different geographical regions (for example, Triansyah et al., 2023; Vuong & Nguyen, 2022; Aguinis & Burgi-Tian, 2021). However, few studies confirm the findings of the present study, which shows a statistically non-significant effect. For instance, Putri and Sary (2023) did not find a relationship between talent management and employee performance in state-owned enterprises in Bandung, while the core values were the determinants of the

employee's performance. Likewise, Al Aina and Atan (2020) observed no long-term influence of talent recruitment and retention on the organizational performance of real estate companies in the United Arab Emirates.

The author theorizes that the environmental challenges that exist in the healthcare sector explain why talent management has not made a significant impact on employees' performance. Lack of funding, political instability, and restrictive public employment legislation and regulations often prevent the effective implementation of talent management strategies. This hidden spiritual practice becomes superfluous or poorly integrated at best in many institutions, with corresponding effects on performance. These results reflect the discrepancy between the mathematical model and the existing situation of the health system in the West Bank.

Table 4.22: Result of the First Hypothesis

No.	Hypothesis	Coefficient (β)	SD	t value	p value	Result
H_1	Talent Management -> Employee Performance	0.057	0.095	0.6	0.549	No significant direct effect

4.3.2.5.2 Hypothesis 2: Talent Management and Work-Life Balance

H2: Talent management has a significant and direct effect on work-life balance in the West Bank healthcare sector

Table 4.21 displays that the null hypothesis is rejected (H_0 : talent management has no significant direct effect on work-life balance) in the West Bank healthcare sector (Sig. = $0.000 < \alpha = 0.05$). The result is in line with previous studies that illustrate a positive link between talent management and employees' work-life balance, indicating the significance of the supportive methods and professional development opportunities in improving the general welfare (Pasaribu et al., 2021; Yustina & Santosa, 2020; Alharbi, 2023). With the challenging work environment of the healthcare sector in Palestine, effective strategies for talent management could serve as an antidote to job stress, which can help employees reach a better balance between their working and personal lives. During external stressors, like political instability and resource constraints, internal organizational support in the form of talent-related interventions is pertinent to maintain an employee's job satisfaction.

Table 4.23: Result of the Second Hypothesis

No.	Hypothesis	Coefficient (β)	SD	t value	p value	Result
H_2	Talent Management -> Work-Life Balance	0.733	0.025	29.702	0.000	Significant direct effect

4.3.2.5.3 Hypothesis 3: Work-Life Balance and Employee Performance

H3: Work-life balance has a significant and direct effect on employee performance in the West Bank healthcare sector

As shown in Table 4.22, the p-value is 0.000, less than 0.05. This result suggests that the level of work-life balance has a direct influence on the performance of employees in the healthcare sector in the West Bank. Accordingly, the null hypothesis is rejected. These findings are consistent with the extant literature emphasizing the importance of employee work-life balance and performance. The study revealed that when they find they have a very good work-life balance, their motivation, engagement, and productivity can be improved considerably (Bhende et al., 2020; Yustina & Santosa, 2020; Alharbi, 2023).

Table 4.24: Result of the Third Hypothesis

No.	Hypothesis	Coefficient (β)	SD	t value	p value	Result
H_3	Work-Life Balance -> Employee Performance	0.376	0.079	4.748	0.000	significant direct effect

4.3.2.5.4 Hypothesis 4: Talent Management, Work-Life Balance, and Employee Performance

H4: Work-life balance mediates the relationship between talent management and employee performance in the West Bank healthcare sector

As shown in Table 4.23, the results indicate that work-life balance completely mediates the connection between talent management and employee performance in the West Bank healthcare context. The mediation is significant and positive, with a p-value of 0.01, which is less than the threshold of 0.05. This means that the null hypothesis is disqualified. These findings are in line with prior studies (García-Salirrosas et al., 2023; Bhende et al., 2020; and Cahyadi et al., 2022), which confirm that work-life balance

completely mediates the effect of talent management on the enhancement of employee performance. Taken together, these studies imply that the effectiveness of talent management practices in promoting employee performance is contingent on the development of an optimal blend between work and life.

The findings suggest that in a work environment like the Palestinian healthcare sector, where employees are overwhelmed with high workloads, emotional stress, and limited resources, the lack of a strong work-life instrument can impede the success of talent management practices. The findings provide support for the notion that performance is improved by the companies' care for their labor force. Therefore, promoting a healthy balance between work and personal life is identified as an important tool used by talent management to enhance employees' engagement and performance.

Table 4.25: Result of the Fourth Hypothesis

No.	Hypothesis	Coefficient (β)			<i>t</i> value	<i>p</i> value	Bootstrapped confidence interval	
		Path a	Path b	Path c			LL 95%	UL%95
H_4	TM \rightarrow WLB \rightarrow EP	0.733	0.057	0.376	4.579	0.000	0.158	0.394

Chapter Five: Discussion of Results and Recommendations

5.1 Overview

This chapter is a full summation of the research, with explicit reference to the research aims and a systematic consideration as to whether, and to what extent, each aim has been realized. Each hypothesis is treated as a major milestone in answering the research question and satisfies the related goal. Whether accepted or not, a hypothesis provides a useful integration of the nature of the relationships between employee performance, work-life balance, and talent management in the West Bank healthcare industry. The commentary places this study within the broader academic discussion by integrating its findings with those of other research. It emphasizes both consistencies and discrepancies, as well as its unique contributions. The chapter ends by outlining specific, strong, and practical directives aimed at improving HR practices. These recommendations are intended to promote work satisfaction and improve individual and organizational effectiveness while offering future research avenues.

5.2 Discussion of Results

The results of the study are discussed and evaluated from a holistic point of view, coupling the empirical evidence from Chapter Four with observations gleaned from the literature examined in Chapter Two. We nonetheless sought to provide a unified interpretation of the interplay between the hypotheses of the study and the main research questions and objectives.

5.2.1 Talent Management and Employee Performance

The first research question of the study is as follows: Does talent management have a positive and significant impact on employee performance in West Bank hospitals? This question is also directly linked to the research objective of investigating the effect of talent management on employee performance in the sector. To answer this research question, the following hypothesis has been developed: Hypothesis 1: Talent management has a significant direct effect on employee performance in the West Bank's health sector.

That is, the evidence suggests that talent management has no statistically significant direct effect on employee performance ($p = 0.549$), contrary to the popular belief. While the hypothesis was not confirmed, this finding offers a strong clue into the socio-ecologic conundrums in a hospital in the West Bank. The results highlight the fine line between company strategies and systemic restrictions, without belittling the need for talent management. The relatively rigid public-sector policy, instability in politics, and weaknesses towards funding diminish the potential complementary effect of talent management practices, making them superficial or partially implemented and preventing them from improving performance.

Of particular note, the findings reported in this study, that talent management does not have a significant direct effect on employee performance ($H1: p = 0.549$), is consistent with the research that questions the universal effectiveness of this effect. For example, Putri and Sary (2023) tested a similar hypothesis ($H1: \text{Talent Management} \rightarrow \text{Employee Performance}$) in the context of state-owned enterprises in Indonesia and found a non-significant relationship ($p = 0.10$), emphasizing the significance of organizational culture and core values in shaping employee outcomes. Al Aina and Atan (2020) also identified that programs to recruit and retain talent in real estate companies in the UAE did not bring about tangible and immediate improvements in operational performance. Collectively, these studies emphasize the importance of embedding people management in a strong organizational system to make an impact. In conjunction with this study, the present findings suggest that organizational culture, resource constraints, and regulatory hurdles may also have moderated the impact of talent management strategies in the West Bank healthcare context.

On the other hand, several studies stress the role of TM in contributing to improving employee performance when it is intended and supported by structures within the organization. Studies have consistently established that employee skills, performance, and productivity have reached the next level after recruitment, training, development, and retention (Alhammadi, 2023; Anwar & Abdullah, 2021; Bibi, 2019; Jha et al., 2024; Niati et al., 2021; Pasaribu et al., 2021; Hassanein & Özgüt, 2022). Managers should consider that, even if no validation of the first hypothesis can be extended to the West Bank healthcare sector, the effective management of talent is an important factor that affects employee performance and the prosperity of the organization in the long run, as long as it comes combined with sufficient resources and the supportive culture of the organization.

The refutation of Hypothesis 1 emphasizes the importance of context, not that talent management is not valuable. Bureaucracy, resource limitations, and political instability are some of the factors that impede the comprehensive application of systems of talent management in the West Bank healthcare system. Parallel reflections were made by Kurniawan and Wening (2025) as they pointed out that leadership and financial difficulties in Indonesia downplayed the effects of talent management on civil personnel performance. Thus, although Hypothesis 1 was not supported empirically, it enriches the background for the primary objective and research question of the study in calling for organizational and sociopolitical context to be strategically incorporated with effective talent management to truly improve employee performance.

5.2.2 Talent Management and Work-Life Balance

A second lesson from this analysis is that, rather than mere statistical tests, research hypotheses are instruments to map the complex terrain between theoretical predictions and empirical applications. Even if a hypothesis is not confirmed, it is of great value for the scientific community since it informs further interventions and contextual adaptation issues to enhance employee performance.

The second research question follows naturally from the second study objective and analyzes the extent to which talent management has a positive and significant impact on the work-life balance among the staff of the healthcare industry in the West Bank. The second hypothesis asserts that talent management has a direct and significant impact on work-life balance in the West Bank healthcare organization sector. The statistical results are in line with this relationship between the two variables ($p\text{-value} = 0.000 < 0.05$) and indicate that sound talent management programs (for example, retention and succession plans or professional development interventions or focused processes of staffing) significantly improve employees' ease in balancing both their personal and work lives. This finding adds a layer to a possibility that is more than academic speculation: it represents what has actually been accomplished in pursuing the second intention of the research and offers an empirical response to its related question.

In support of this finding, Ndiritu (2022) revealed that structured career development programs, which comprise career planning, job enrichment, mentoring, and developmental training, significantly affected employee retention in the insurance industry ($p < 0.05$) in Nairobi. These results suggest that well-conceived talent

management is able to support employees' career opportunities and the balancing of life both at work and outside. This aligns with the findings of the present study, confirming Hypothesis 2 and indicating that role talent management, especially under psychologically demanding conditions such as the context of the healthcare system in Palestine, could act as a buffer against job pressure and support work-life balance. Similarly, Bahrain et al. (2013) found a significant positive relationship between performance, employee engagement, and career development schemes in the UK hotel sector. In addition, new technological developments in digital HR tools and artificial intelligence for hire have improved decision-making, promoted engagement, and optimized recruitment (Cahyadi et al., 2022; Jha et al., 2024). This technology helps work-life balance and improves employee happiness through matching the right task with the right talent. Technology is a key tool for managing people well, despite biases and privacy issues.

It is important to acknowledge that, despite the evidence that Hypothesis 2 has backing, talent management does not guarantee a better work-life balance. Telework, caregiving, and family support policies improve workers' quality of life and, as a result, their job performance when employees truly live and assume these policies, as manifested by Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez (2017). Furthermore, Amelia and Rofaida (2023) add that the individual pursuit, success, and achievement of work-related activities under talent management schemes, and their subsequent organizational payback, may, as a consequence, heighten individuals' levels of strain within their personal lives. Such findings emphasize that talent management must be strategically incorporated in employee-focused support and organizational practices to truly promote work-life balance in the stressful healthcare sector of the West Bank, given their heavy workloads, deficient resources, and precarious political environment.

When interpreting the evidence for Hypothesis 2, the realities of the West Bank healthcare scene need to be taken into account. The work-life balance effect of talent management is generally harnessed due to scant implementation, resource, and overworking. Without the reinforcement of organizational support and alignment of TM practices, employees will never be able to make the most of work-life balance, given that demands of employees are still very high. This emphasizes that talent management in Palestine should include coping measures that reduce employee stress and enhance future well-being, not simply policies.

5.2.3 Work-Life Balance and Employee Performance

The results of Hypothesis 3 (the direct effect of work-life balance on employee performance in the West Bank healthcare sector) show that the path coefficient of this relationship (-0.245) is statistically significant ($p < 0.05$; $t = 7.074$), supporting H3 (Table 4). This result corroborates Hypothesis 3 and speaks directly to the third research question and the third purpose of the research. It highlights, more than ever before, the importance of finding and striking a healthy balance between work and personal life in promoting employee engagement, motivation, and overall productivity. Additionally, it emphasizes that work-life balance is indeed a key tool in advancing organizational performance.

The evidence shows that work-life balance is a critical feature to increase employee performance in the health industry and in different types of jobs. Programs that offer job autonomy, family-friendly policies, and flexibility in working hours have reduced stress, burnout, absenteeism, and turnover, and at the same time, increased engagement and performance (Alharbi, 2023; Bhende et al., 2020; Davidescu et al., 2020; Yustina & Santosa, 2020; Wu, 2019). Taken together, these conclusions support that work-life balance can be considered an important method for organizational effectiveness in enhancing employee productivity and satisfaction, indicating its strategic dimension in the organization's HRM policies.

Although it is generally agreed that balancing work and personal life contributes to employee efficiency, this is not an absolute finding and depends on particular organizational conditions. For example, studies show that simply having work-family policies in place, like longer leave, flexible time, or family support, does not directly lead to enhanced job performance. Rather, these initiatives work indirectly through fostering employee engagement and well-being (Medina-Garrido et al., 2017). Furthermore, it is a reminder that work-life balance efforts have to be carefully designed and supplied by a broader organizational infrastructure to have any kind of hope of enhancing performance. According to the researcher, the constant stress that medical personnel, especially frontline nurses, are exposed to in Palestinian hospitals reduces work-life balance. The stresses of being short-staffed, particularly in busy periods, and the perennial pressure of carrying out their work in a changeable political environment are pinpointed as having a detrimental impact on nurses and the nursing team and potential consequences for patient safety and outperformance. This view is supported by research on Palestinian hospitals (Zabin et al., 2025a, 2025b), which finds that 'the general occupational stress in nurses is

a major source of reduced or ineffective working activity' and 'leading to increased probability of committing errors by nurses'. Without well-designed interventions, leadership buy-in, and adequate support, work-life initiatives and talent management devolve into mere rhetoric. In these high contained-pressure systems, maintaining employee efficacy and patient care quality is dependent on investing in the well-being of employees.

The third hypothesis reiterates that frontline healthcare workers, specifically nurses in the West Bank, cannot survive against this grim reality in the absence of a harmonious work-life balance. The findings suggest that organizational survival and employee wellness amidst political insecurity, work overload, and resource constraints require the infusion of active supportive behaviors.

5.2.4 Talent Management, Work-Life Balance, and Employee Performance

A highly significant p-value of 0.000 ($P \leq 0.000$) has been generated from the analysis of Hypothesis 4, showing that work-life balance fully mediates the relationship between employee performance and talent management in the West Bank healthcare sector. This conclusion also answers the research question by showing that talent management practices are likely to improve company performance only when complemented with work-life balance action. The study's fourth objective has been strongly achieved, which was to investigate the mediating role of work-life balance. The results clearly imply that higher employee performance can only be attained when there is a significant mediation of work-life balance.

Family-friendly HRM policies play an active role in shaping employees' stress, motivation, job satisfaction, and performance, as revealed by Ferrer and Garrido's (2023) value of well-being interventions in translating management strategies to results. Finally, Dahleez, Aboramadan, and Abu Sharikh (2022) suggest that an effective working environment and positive management are the major drivers that increase the performance, flexibility, and engagement of healthcare workers, thereby also cementing the belief for the case of Palestine. Taken together, these strands of research suggest that work-life balance is a critical process through which a talent management intervention can be used to the greatest effect, particularly in a resource-scarce and high-stress environment such as Palestine's healthcare system.

Although banding has been posited as a mediator in the relationship between performance and talent management in several studies, the evidence of mediation by banding is not all-encompassing. For example, Al-Khateeb and Al-Louzi (2020) showed that in the Jordanian IT and telecommunications sector, work-life balance only partly mediates this relationship. This partial effect further prompts the question of other factors that can fill the gap between effective workforce management and the best possible results. Their results show that motivational factors of employee engagement fully mediate the association, meaning work-life balance is relevant but not the only pathway. This reality highlights the need to balance personal with professional commitments, as it also develops intrinsic motivation and engagement to better perform in their work.

The following theme was consistent among informal chats with staff: financial motivation was seen as the only and even the strongest motivating factor for enthusiasm and good work. While literature often focuses on non-monetary aspects of HRM work-life balance and professional development, participants indicated that such initiatives have little effect in the Palestinian health system when without real financial adaptations. This view is supported by a structural context: the Palestinian labor market is quite shallow, with an ample pool of recent graduates, far in excess of market opportunities. Political and economic uncertainty, lack of support infrastructure, scarcity of resources, and lack of specialization bottleneck the ability for professional development and job satisfaction to be anything other than money dependent.

This is consistent with the World Health Organization's (WHO) projections for low- and middle-income countries, presented at the Fifth Global Forum on Human Resources for Health (2023). The forum examined structural weaknesses, including an absence of trained persons, lack of training systems, and low remuneration. This was echoed in the WHO-IOM regional dialogue of 2022, which warned of an alarming pattern: the migration of high-skilled medical professionals from the Eastern Mediterranean Region towards destination countries, due to poor working conditions, inadequate career paths, and persistent threats to security. Current factors affecting the health profession in the Palestinian context, as stated in the problem statement of this study, lead to an imminent projected deficiency of healthcare providers by 2030. The continued inability to retain talent is expected to worsen, as revealed in this study, leading to an increase in the flight of healthcare workers looking for financial security and job stability beyond the city. This trend may result from the withdrawal of strategies for the health workforce, limited

opportunities for professional development, insufficient competitive incentives, and the capacity of the labor market.

5.3 Recommendations

With the anticipated global shortfall in healthcare professionals, particularly in low-income countries like Palestine, and based on the findings of this study, which indicate a low enforcement of talent management practices and a considerable effect of work-life balance on employee performance, the following recommendations are suggested in an effort to tackle the national health human resources dilemma:

1. Create a National Health Talent Management Strategy

The results reveal that while the relationship between talent management and employee performance is not significant and direct, it has an effect when effective work-life balance practices are applied as a moderating factor. This highlights the need to establish a universal standard for nationwide health service for staff management.

To be more effective, a National Talent Management Strategy for Healthcare should be developed to address recruitment, career planning, training and evaluation, and work-life balance programs. This suggestion is backed by previous studies (Nkala, Mudimu, & Mbengwa, 2021), which emphasize that the sustainability and quality of health systems are heavily dependent on how motivated, engaged, and well-managed the health workforce is.

In order to successfully prime a National Talent Management Strategy for Healthcare, the Ministry of Health (MOH) ought to lead the process of establishing a National Talent Management Steering Committee with representatives from key organizations and HR professionals. This committee will provide guidance in developing the integrated framework for balancing work and life initiatives with recruitment practices, professional development pathways, organized training, and performance review. Once the framework is built, it needs to be tested in hospitals; for example, HR departments in selected hospitals need to supervise implementation and provide feedback on feasibility and challenges experienced.

After a six-month pilot period, the MOH will roll the framework out across the nation, working with all hospital HR departments to ensure it is implemented consistently, monitoring it quarterly, and generating an annual report on outcomes and progress. By following these clear, strategic steps, healthcare organizations can increase employee

engagement and capability, standardize talent management practices, and, importantly, raise patient and healthcare quality.

2. Make Work-Life Balance Part of the Bottom-Line

The results indicate that WLB practices play a significant role in achieving employee performance within the Palestinian healthcare organization. While talent management by itself had a relatively limited direct effect on performance, supportive WLB initiatives strengthened the impact. Previous works, such as Alharbi (2023) and Bhende et al. (2020), state that institutionalizing WLB into organizations' policies does not only enhance the performance, it also diminishes the burnout and turnover of employees, both of these factors being pivotal in the case of the Palestinian organizations.

Healthcare organizations should develop an overall strategy that complements the first suggestion, which is based on the National Talent Management Strategy. I think the first step should be a Work-Life Balance Task Force comprising the MOH along with hospital administrations and HR departments. This task force will be charged with creating consistent policies for flexible scheduling, leave policies, and employee wellness initiatives. Once developed, such policies could be trialed in a few participating hospitals by the HR department, and feedback from staff on their usage and any challenges could be monitored.

If proven to work in the pilot, policies should be adopted in all healthcare facilities to ensure uniformity, monitoring of success in performance, retention, and well-being indicators every quarter, and annual reporting to the MOH on outcomes and areas in need of improvement. By conceptualizing work-life balance as a job performance antecedent, hospitals can further gain the benefits of efficient talent management, along with amplified employee engagement and motivation, decreased burnout, and increase in the quality of healthcare services, as a result of its structured yet focused application to work-life balance.

3. Enhance Access to In-Country Postgraduate and Specialized Training

There are substantial gaps in talent development strategies in Palestinian healthcare organizations, from training to leadership development and career advancement. Several poorly developed programs lack essential focused skill-based activities, regular performance reviews, and rewards. As a result, it is common to have medical professionals who train abroad and to have a high turnover of staff, which leads to higher costs of sending patients overseas and the increased demand for overseas consultants.

This is emblematic of the system loss for lack of investment in our nascent talent and brings to the foreground the immediate need for formal, accessible, and resourced professional development initiatives in Palestine. Local postgraduation and continued education training programs and specialization programs can provide added value to career development and retention. Studies show that in-country training of human resources is associated with better workforce retention and performance, as well as reduced likelihood of migrating (Mandeville et al., 2017; Jinah et al., 2024).

To overcome these challenges, MOH should continue to prioritize local postgraduate and specialized training programs that are responsive to the changing healthcare needs of the population in the country and work with universities, medical schools, and hospital administrations in Palestine. This should lead to securing a specific budget for developing a local training program and infrastructure, which would reduce dependence on external references and associated cost of hiring foreign professionals. HR departments of hospitals and departmental supervisors should actively encourage employee involvement, monitor progress, and also evaluate training results in order to achieve the objectives of service delivery.

The Ministry of Health would need to manage overall implementation, build mechanisms for continued monitoring, and modify programs in line with sectoral goals and workforce demands. By embracing this deliberate, long-term vision, the Palestinian healthcare organizations can better invest in their healthcare workforce, ensuring a sustainable and responsive, locally led capacity-building model that creates long-term value in its people, breaking the cycle of dependence on international giving or operations.

4. Implement Retention Incentives and Recognition Programs

An analysis of talent-retention tactics in Palestinian healthcare organizations demonstrates structural weaknesses, especially those related to fair compensation and recognition; financial rewards, in particular, are insufficient. Long-term wage cuts by the government have reduced hospital workers' wages and led to repeated strikes, which in turn have affected the quality of care provided and the cases conducted. It can be deduced from studies that aligning incentives with personal and professional drivers of knowledge workers enhances the motivational level, engagement, and general productivity (Al-Khateeb & Al-Louzi, 2020).

To solve these problems, MOH should initiate a retention and recognition strategy through hospital management and human resources. This plan must include formal recognition programs to recognize workplace contributions and achievements, as well as

competitive financial awards and performance-based bonuses as a way to directly challenge wage gaps. These incentives should be implemented with hospital HRs overseeing the efforts as well as compliance, measuring impact on retention and engagement with quarterly reports to the MOH.

Furthermore, periodic reviews of salary scales and benefits would be institutionalized, enabling them to remain consistent with labor expectations and market conditions, with a view to reducing the incidence of strikes and enhancing staff retention. Through these coordinated efforts, healthcare organizations develop more effective employee retention, increased motivation and engagement, and consistent delivery of high-quality healthcare.

5. Integrate Resilient and Conflict-Sensitive HR Practices

The conclusions drawn by the study point to an important problem in Palestinian healthcare organizations: healthcare professionals are subjected to continuous pressure without having sufficient support structures in place, which will affect their performance and well-being. Low scores for work-life balance, talent development, and retention strategies point to underlying systemic issues that are leaving employees ill-equipped to face the pressures of the workplace and the instability characteristic of healthcare. The significance of prudent, conflict-sensitive, and resilient human resource practices in this regard is invaluable. Aqtam (2025) argues that political instability has increased stress (psychological) levels in the healthcare sector and presents evidence that being exposed to conflict in Gaza has resulted in a significant rise in anxiety, depression, and post-traumatic stress disorder among healthcare workers.

To overcome this, in collaboration with the hospital administrations and HR departments, MOH needs to develop and implement a comprehensive resilience and conflict-sensitive HR strategy. This approach should integrate pathways to emotional support, resilience programs, and trauma-informed leadership training within HR practices. Hospitals can also provide structured education sessions, counselling support, and peer groups so that staff can develop resilience to ongoing stress. HR departments will review employee health and the effectiveness of interventions and pipe the information to MOH to improve programs. Through implementing this sequence of practices, healthcare institutions can enhance worker psychological resilience and well-being, decrease burnout, retain productivity in difficult circumstances, and protect the continuity and quality of healthcare delivery.

6. Create a Healthcare Workforce Observatory

The paper shows that problems of a structural nature related to work-life balance, training, management and development of staff, and staff retention, continue to affect Palestinian healthcare organizations, leading to skill shortages and staff turnovers. These results highlight the need to remain vigilant in surveillance and monitoring of healthcare workers to ensure that talent management efforts achieve cultural change in day-to-day operations. Developing a system that routinely monitors staffing levels, skill mix, turnover, and training outcomes is essential in informing evidence-based policy and responding to the actual needs of the workforce.

Such a need is apparent, as highlighted in a 2020 Deloitte study, where a low work-life balance and personnel management led to an average turnover rate of 18% in healthcare institutions throughout the MENA region, including Palestine. WHO (2019) also discussed how geopolitical and economic tensions in Palestine aggravate the burden on health services and the importance of a dedicated observatory to support workforce planning, the retention of staff, and the delivery of high-quality care.

To implement this recommendation, MOH should lead the process of setting up a National Health Workforce Observatory that consolidates data from government agencies, universities, hospitals, and HR departments. The institute needs to establish well-functioning IT infrastructure, standardize data collection protocols, and conduct pilot testing in some hospitals. Once the pilot proves successful, the observatory will expand nationally, reporting quarterly and shaping policies related to hiring, training, retention, and compensation. With permanent workforce monitoring in place, the healthcare system can progress from academic talent management to practical, evidence-based interventions that center on addressing talent misallocation, maintaining competent workers, and promoting the sustainability and quality of healthcare.

7. Encourage Future Research on Work-Life Balance and Talent Management

The implications of the findings of this study are for more comprehensive research to understand the improvement and strengthening of work-life balance and talent management for the Palestinian healthcare sector. The latter gaps include an examination of the impact of financial incentives on employee motivation and retention; the mental and emotional well-being of healthcare workers; and the perspective of hospital administrators and HR managers on the three applications and consequences of current practices. Armed with strong, context-specific information, scientists can pinpoint potential solutions and fine-tune regulations already in place.

It is necessary for MOH, in conjunction with academic institutions/research institutes, to develop an effective system for research support at the hospital level. That system should involve formal contracts with the hospitals to allow for organizational and staff data to be accessed, with such access to be voluntary but encouraged as part of the hospital's workforce development commitment. Research coordinators (appointed by hospital administration and human resources departments) will manage data collection, interviews, and surveys, providing feedback on preliminary results.

To promote participation, hospitals and participants could also be offered other (financial, professional) incentives, but strict confidentiality and ethical norms are crucial. Institutionalizing this support system can enable future research to generate a full database and provide practical guidance about work-life balance and human resources management approaches, as well as improve employees' retention, engagement, and healthcare quality in Palestine.

5.4 Limitations of the Study

Despite the importance of the results, this study has several limitations to be noted:

1. Conducting the study in hospitals and coordinating with their nonclinical departments during the data collection proved to be difficult. There were a few healthcare institutions that refused to collaborate or sympathize, which slowed down the process and limited the sample diversity.
2. The study only considered the healthcare sector in the West Bank, which might reduce the generalizability of the findings to other sectors or regions. External factors specific to healthcare might have played a role in the outcomes.
3. Variables of the study focused on the concepts of talent management, work-life balance, and employee performance. However, there are other constructs, such as employee commitment to the organization, job satisfaction, and the manager's leadership style in their department, which may have a similar or different impact on the service delivery and were not incorporated in this model.
4. All data were based on self-reporting, which may be influenced by personal bias, misunderstanding, or social desirability response. The degree of veracity of the responses depends on the correctness of the findings.

5. The sample size was restricted due to time and resource limitations and may therefore not be fully representative of all sectors of the healthcare workforce in the West Bank, particularly in remote or deprived areas.

5.5 Conclusion

The results of this research suggest that talent management does not play a direct significant role in employee performance in the West Bank healthcare sector; instead, its effectiveness is completely mediated via WLB. Flexibility is one of the key drivers that improves employee motivation, engagement, and productivity, especially for frontline employees working in the healthcare industry. On the other hand, poor performance management, work overload, lack of resources, and difficult overall political and economic conditions further decrease the impact of talent management. If these issues are not addressed, they may contribute to the predicted high levels of workforce shortages by 2030.

Strategic actions are needed to overcome these obstacles, as well as to maintain a robust health system. These encompass a national talent management framework, the incorporation of work-life programs, investment in professional development, performance-based HR practices, effective retention strategies, and the creation of a national health workforce observatory to track migration trends and provide evidence for formulating policy.

Performance-related mechanisms, still unexplored within the Palestinian healthcare system, may deserve more attention in future research. For example, a study investigating employees' reactions to recognition and positive reinforcement practices may help explain how motivational effects result and maintain observed performance. In addition, since there are intensifying fears concerning labor migration, it is also important to examine the moderating or mediating role of turnover intentions and migration patterns upon the impact of talent management on performance. More studies in the future may also investigate the interaction of leadership style, organizational culture, and job satisfaction influencing work-life balance and employee outcomes. Longitudinal and cross-sectoral comparisons are called for, specifically to disentangle the cause-and-effect relations to support an integrated framework of sustainable employee performance and organizational resilience in light of projected workforce deficits.

References

- Abdullah, H., & Fathy, H. (2022). The role of talent management practices in developing organizational creativity: An applied study on employees at Menoufia University Hospital. *The Scientific Journal of Financial and Business Studies*, 3(2), 1003–1054.
- Adams, J., Khan, H. T., Raeside, R., & White, D. (2014). *Research methods for graduate business and social science students*. SAGE Publications.
- Aguinis, H., & Burgi-Tian, J. (2021). Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *BRQ Business Research Quarterly*, 24(3), 233–240. <https://doi.org/10.1177/23456789211045678>
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Ahmead, M., El Sharif, N., & Asad, S. (2022). Healthcare Workers' emotions, Perceived stressors, and coping strategies at Workplace during the COVID-19 pandemic in Palestine. *International journal of environmental research and public health*, 19(19), 11966.
- Ajobi, A. O., Ismail, I. A. B., Ismail, S. B., & Owunna, R. (2025). Enhancing employee performance through training: A theoretical exploration of social exchange theory. *Quantum Journal of Social Sciences and Humanities*, 6(3), 489–501. <https://doi.org/10.55197/qjssh.v6i3.706>
- Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, 12(20), 8372. <https://doi.org/10.3390/su12208372>
- Alameddine, M., Al-Yateem, N., Bou-Karroum, K., Hijazi, H., Al Marzouqi, A., & Al-Adawi, S. (2023). Measurement of work-life balance: a scoping review with a focus on the health sector. *Journal of Nursing Management*, 2023(1), 3666224.
- Al-Balushi, H., Al-Salti, Z., & Al-Khalidi, A. (2025). Unlocking sustainable healthcare performance: A systems approach from the Gulf region. *Strategic Business Review*. <https://doi.org/10.1108/SBR-07-2024-0249>
- Alhammedi, E. M. (2023). The impact of Talent Management practices on Employee Performance: Leadership competencies as a Mediator. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(11), 2.
- Alharbi, M. M. H. (2023). Effect of work–life balance on performance: An empirical study of Jordanian and Indian hospitals. *Manar Elsharq Journal for Management and Commerce Studies*, 1(1), 1–17. <https://doi.org/10.56961/mejmcs.v1i1.378>
- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardianah, F., Winarko, R., ... & Tjaraka, H. (2021). What affects employee performance through work motivation? *Journal of Management Information and Decision Sciences*, 24(1).
- Al-Khateeb, A., & Al-Louzi, K. S. (2020). An Exploratory Study on the Impact of Work/Life Balance and Employee Engagement on Talent Management and Organization Performance: A Case of Jordan Telecom and IT Sector. *Journal of Social Sciences (Coes&rij-Jss)*, 9(3), 617-647.
- Al-Khateeb, M., & Al-Louzi, M. (2020). An exploratory study on the impact of work/life balance and employee engagement on talent management and organization performance: A case of Jordan telecom and IT sector. *Journal of Business and Management Research*, 11(3), 45–59.

- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 24(2), 48–64. <https://doi.org/10.5465/amp.24.2.48>
- Al-Masaeed, H. (2025). Nursing fatigue and performance challenges in Jordanian public hospitals (Doctoral dissertation). University of Newcastle. <https://openresearch.newcastle.edu.au/articles/thesis/28974848>
- Alsaleh, N., Alshammari, F., & Almutairi, T. (2025). Assessing patient safety culture and its impact on healthcare staff performance in Kuwait. *BMC Health Services Research*, 25, Article 12668. <https://doi.org/10.1186/s12913-025-12668-y>
- Althammer, S. E., Reis, D., van der Beek, S., Beck, L., & Michel, A. (2021). A mindfulness intervention promoting work–life balance: How segmentation preference affects changes in detachment, well-being, and work–life balance. *Journal of Occupational and Organizational Psychology*, 94(2), 282–308.
- Amelia, E., & Rofaida, R. (2023). Talent management in organizations: Systematic literature review. *Airlangga Journal of Innovation Management*, 4(1), 41–59.
- Amushila, A., & Bussin, M. (2021). The impact of total rewards on employee retention in the Namibian retail industry. *South African Journal of Human Resource Management*, 19, 1–9.
- Amushila, J., & Bussin, M. H. (2021). The effect of talent management practices on employee retention at the Namibia University of Science and Technology: Administration middle-level staff. *SA Journal of Human Resource Management*, 19, 11.
- Anglin, A. H., Kincaid, P. A., Short, J. C., & Allen, D. G. (2022). Role theory perspectives: Past, present, and future applications of role theories in management research. *Journal of Management*, 48(6), 1469–1502. <https://doi.org/10.1177/01492063211024513>
- Ansar, N., & Baloch, A. (2018). Talent and talent management: definition and issues. *IBT Journal of Business Studies*, 14(2), 213–230.
- Ansari, N., Tasleem, S., & Pub, H. (2022). Employee development and retention strategies: A review in healthcare context. *International Journal of Health Services Management*.
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Aqtam, I. (2025). A narrative review of mental health and psychosocial impact of the war in Gaza. *Eastern Mediterranean Health Journal*, 31(2).
- Armstrong, M. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.
- Armstrong, M. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.
- Arshad, P. M. A. E. P., & Monil, M. (2025). Goal Setting Theory on mobile fitness application engagement: The mediating role of goal mechanisms. *Jurnal Intelek*, 20(2), 347–357.
- Asamoah, D. (2025). The role of health services regulation in healthcare delivery. *ELECTR J MED DENT STUD*, 14(1).
- Asiamah, N., Mensah, H. K., & Oteng-Abayie, E. F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The Qualitative Report*, 22(6), 1607–1622. <https://doi.org/10.46743/2160-3715/2017.2674>

- Aslantas, M. (2024). The effect of talent management strategies on work engagement in the finance sector: A study on bank employees. *Avrasya Sosyal ve Ekonomi Araştırmaları Dergisi*, 11(2), 290–317.
- Assensoh-Kodua, A. (2019). The resource-based view: A tool of key competency for competitive advantage. *Problems and Perspectives in Management*, 17(3), 143.
- Atan, J., Raghavan, S., & Mahmood, N. A. (2014). Talent management and its impact on employee satisfaction within the public sector in Malaysia. **International Journal of Academic Research in Business and Social Sciences**, 4(9), 302–312. <https://doi.org/10.6007/IJARBS/v4-i9/1141>
- Azoury, N., & Yahchouchi, G. (2025). Artificial intelligence as a tool to improve healthcare employee performance in the Middle East. In *Emerging Technologies in Health Management* (pp. 145–160). Springer. <https://doi.org/10.1007/978-3-031-75589-7>
- Babbie, E. R. (2020). *The practice of social research*. Cengage Au.
- Bae, S.-H. (2023). Association of work schedules with nurse turnover: A cross-sectional national study. *Frontiers in Public Health*, 11, 1147131. <https://doi.org/10.3389/fpubh.2023.1147131>
- Bafarasat, A. Z. (2024). *Collecting and validating data: A simple guide for researchers*. Authorea Preprints.
- Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. (2018). *Strategic human resource management*. Oxford university press.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Basti, M., & Madadzadeh, F. (2021). A beginner's guide to sampling methods in medical research. *Critical Comments in Biomedicine*, 2(2).
- Bell, E., Harley, B., & Bryman, A. (2022). *Business research methods*. Oxford University Press.
- Bellini, D., Barbieri, B., Mondo, M., De Simone, S., & Marocco, S. (2025). Sustainable work–life balance, social support, and workload: Exploring the potential dual role of flexible work in a moderated mediation model. *Sustainability*, 17(15), 7067. <https://doi.org/10.3390/su17157067>
- Bernardin, H. J., & Beatty, R. W. (1984). *Performance Appraisal: Assessing Human Behavior at Work*. Kent Publishing Company.
- Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020). Quality of work life and work–life balance. *Journal of Human Values*, 26(3), 256–265.
- Bian, X., & Mohd Sukor, M. S. (2024). The mediating effect of work–life balance on the relationship between work–family conflict and psychological well-being among Chinese working women. *Scientific Reports*, 14(1), 27421. <https://doi.org/10.1038/s41598-024-79322-1>
- Bibi, M. (2019). Impact of talent management practices on employee performance: an empirical study among healthcare employees. *SEISENSE Journal of Management*, 2(1), 22–32.
- Biddle, B. J. (1986). Recent developments in role theory. *Annual Review of Sociology*, 12(1), 67–92. <https://doi.org/10.1146/annurev.so.12.080186.000435>
- Biswas, A., Rahman, M., & Kanan, M. S. (2023a). Job stress and absenteeism among oncology nurses in Bangladesh. *Journal of Nursing Management*, 31(1), 118–125. <https://doi.org/10.1111/jonm.13752>

- Biswas, A., Rimi, M., & Wahid, K. (2023b). Burnout and skill retention in Indonesian healthcare: A qualitative analysis. *Asian Journal of Health Psychology*, 5(3), 230–240.
- Blaikie, N., & Priest, J. (2019). *Designing social research: The logic of anticipation* (3rd ed.). Polity Press.
- Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill-building approach*. John Wiley & Sons.
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2022). Work–life balance: Definitions, causes, and consequences. In *Handbook of Socioeconomic Determinants of Occupational Health: From Macro-Level to Micro-Level Evidence* (pp. 473–487).
- Cahyadi, A., Marwa, T., Hågen, I., Siraj, M. N., Santati, P., Poór, J., & Szabó, K. (2022). Leadership styles, high-involvement human resource management practices, and individual employee performance in SMEs in the digital era. *Economies*, 10(7), 162. <https://doi.org/10.3390/economies10070162>
- Caligiuri, P. M., Collings, D. G., De Cieri, H., & Lazarova, M. B. (2024). Global talent management: A critical review and research agenda for the new organizational reality. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(1), 393–421.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (2nd ed., Vol. 1).
- Cappelli, P. (2008). *Talent on demand: Managing talent in an age of uncertainty*. Harvard Business Press.
- Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 305–331. <https://doi.org/10.1146/annurev-orgpsych-031413-091314>
- Carayon, P., & Perry, S. (2021). Human factors and ergonomics systems approach to the COVID-19 healthcare crisis. *International Journal for Quality in Health Care*, 33(Supplement_1), 1–3.
- Casper, W. J., Hyde, S. A., Smith, S. G., Amirkamali, F., & Wayne, J. H. (2024). How effective are work–life balance policies? The importance of inclusion. *Annual Review of Organizational Psychology and Organizational Behavior*, 12, 169–195. <https://doi.org/10.1146/annurev-orgpsych-120223-040111>
- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16, 339–362. <https://doi.org/10.28945/4766>
- Cavalcante de Oliveira, A. P., Galante, M. L., Maia, L. S., Craveiro, I., da Silva, A. P., Fronteira, I., ... & Dal Poz, M. (2023). Implementation of policy and management interventions to improve health and care workforce capacity to address the COVID-19 pandemic response: a systematic review. *Human Resources for Health*, 21(1), 80.
- Chen, H., Gao, X., Guo, L., Gao, Y., Zhang, M., & Guo, Y. (2024). Emotional exhaustion and achievement in medical staff: The mediating role of psychological capital and the moderating role of social support. *Psychology Research and Behavior Management*, 17, 13–25. <https://doi.org/10.2147/PRBM.S439421>
- Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation

- modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management*, 41(2), 745–783.
- Chourasia, A., & Bahuguna, P. C. (2024). Organizational performance as dependent variable in strategic human resource management literature—a journey so far. *Benchmarking: An International Journal*.
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
- Dahleez, K. A., Aboramadan, M., & Abu sharikh, N. (2022). Empowering leadership and healthcare workers performance outcomes in times of crisis: The mediating role of safety climate. *Journal of Organizational Effectiveness: People and Performance*, 9(3), 401–421.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Deloitte (2020). MENA healthcare sector challenges and opportunities: A focus on talent management. Retrieved from [Deloitte's publications database].
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Digamon, J. L., & Baniola-Cubillan, E. (2020). Burnout and job performance among nurses in selected government hospitals. *International Journal of Nursing Studies*, 107, 103569. <https://doi.org/10.1016/j.ijnurstu.2020.103569>
- Digamon, J. L., & Baniola-Cubillan, E. (2020). Burnout and job performance among nurses in selected government hospitals. *International Journal of Nursing Studies*, 107, 103569. <https://doi.org/10.1016/j.ijnurstu.2020.103569>
- Durai, K., Viji, R., Rani, S. S., & Sriram, V. P. (2020). A literature review on measurement of talent management practices (TMP) across different sectors in global scenario. *International Journal of Management*, 11(11).
- Dwiyanti, A., Prayuda, R., Nugraha, A. A. S., Taufik, P. N., & Sura, H. K. (2025). THE IMPACT OF HEALTHCARE SERVICE QUALITY BY MEDICAL TEAMS IN ADDRESSING HUMAN RIGHTS VIOLATIONS IN PALESTINE. *INJOSEDU: International Journal of Social and Education*, 2(4), 1087-1098.
- El-Sayed Taha, M., Hassanein, M., Ismail, M., Al-Amawi, A. F., & Hussein, A. (2023). The role of work-life balance in explaining the relationship between resonant leadership and psychological resilience of working women: An applied study. *Raya International Journal of Business Sciences*, 2(7), 659–744.
- Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), 00149. <https://doi.org/10.15406/bbij.2017.05.00149>
- Faisal, A., Hameed, M., & Aleemi, A. R. (2022). Work–life balance and job performance: A mediating and moderating model. *Market Forces*, 17(1), 1–22. <https://doi.org/10.51153/mf.v17i1.600>

- Ferdous, T., Ali, M., & French, E. (2023). Use of flexible work practices and employee outcomes: The role of work–life balance and employee age. *Journal of Management & Organization*, 29(5), 833–853.
- Filip, R., Gheorghita Puscaselu, R., Anchidin-Norocel, L., Dimian, M., & Savage, W. K. (2022). Global challenges to public health care systems during the COVID-19 pandemic: a review of pandemic measures and problems. *Journal of personalized medicine*, 12(8), 1295.
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *The International Journal of Human Resource Management*, 31(4), 457–473. <https://doi.org/10.1080/09585192.2019.1642645>
- Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development: definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5–24. <https://doi.org/10.1108/03090591211192647>
- García-Salirrosas, E. E., Rondon-Eusebio, R. F., Geraldo-Campos, L. A., & Acevedo-Duque, Á. (2023). Job satisfaction in remote work: The role of positive spillover from work to family and work–life balance. *Behavioral Sciences*, 13(11), 916. <https://doi.org/10.3390/bs13110916>
- Goyal, R., & Kaur, G. (2023). Identifying the impact of employer branding in the retention of nurses: the mediating role of organizational culture and career development. *Humanities and Social Sciences Communications*, 10(1), 1-10.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. *Journal of Management*, 37(1), 17–31. DOI: 10.1177/0149206310382457
- Griffith, D. A., Conway, C., Gamarra, A., Hutchison, M., Kim, D., & Yang, Y. (2025). Political districts versus customized polygons: Implementing geographic tessellation stratified random sampling. *Transactions in GIS*, 29(2), e70019.
- Guerra, D., Pedregal, D. J., & Pérez, J. (2023). Human resource management digital transformation: Firm performance and workforce composition. *Technological Forecasting & Social Change*, 188, 122291. <https://doi.org/10.1016/j.techfore.2022.122291>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis*. Cengage Learning.
- Han, Y. (2023). Is public service motivation changeable? Integrative modeling with goal-setting theory. *International Journal of Public Administration*, 41(3), 216–225. <https://doi.org/10.1080/01900692.2023.2172345>
- Hartanto, Y., & Nawangsari, L. C. (2024). The influence of talent management and work-life balance on employee engagement with job satisfaction as an intervening variable. *International Journal of Economics, Business and Entrepreneurship Research (IJoEBER)*, 5(1), 22–36.
- Hasan, M. K. H., & Kumar, L. K. (2024). Determining adequate sample size for social survey research: Sample size for social survey research. *Journal of the Bangladesh Agricultural University*, 22(2), 146–157.
- Hassanein, F. M., & Özgüt, H. (2022). Sustainable HRM practices and employee engagement in the Middle Eastern hotel industry. *Sustainability*, 14(22), 15365. <https://doi.org/10.3390/su142215365>
- Hauser, M., Harwood, C., Höner, O., O'Connor, D., & Wachsmuth, S. (2024). Integrated Approaches to Talent Development in Organizations: A Holistic Perspective. *Human Resource Development Review*, 23(3), 311–335.

- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hom, P. W., & Griffeth, R. W. (1995). Employee turnover. South-Western College Pub.
- Hussey, I., Alsalti, T., Bosco, F., Elson, M., & Arslan, R. (2025). An aberrant abundance of Cronbach's alpha values at .70. *Advances in Methods and Practices in Psychological Science*, 8(1), 25152459241287123.
- Iskamto, D. (2023). The role of organizational culture in shaping employee performance. *International Journal of Business and Society*.
- Jha, S., & Janardhan, M. (2024). Transforming Talent Acquisition: Leveraging AI for Enhanced Recruitment Strategies in HRM and Employee Engagement. *Library Progress International*, 44(3), 8857-8867.
- Jinah, N., Adnan, I. K., Bakit, P., Sharin, I. A., & Lee, K. Y. (2024). Retention strategies for medical doctors in low- and middle-income countries (LMICs): Are they effective? A scoping review. *BMC Health Services Research*, 24(1), 1662. <https://doi.org/10.1186/s12913-024-12154-x>
- Joshi, A., Kumar, D., & S. (2024). Work–life balance as mediator between workplace spirituality, organizational commitment, and job satisfaction. *Prabandhan: Indian Journal of Management*, 17(11), 23–40. <https://doi.org/10.17010/pijom/2024/v17i11/174021>
- Kadri, M., Azzouz, S., & El Ghazaly, H. (2022). Employee engagement as a mediator in change management and performance in public hospitals. *International Journal of Healthcare Management*, 15(4), 295–305. <https://doi.org/10.1080/20479700.2021.1957403>
- Kalsi, P. S., & Kaur, R. (2024). Structural equation modelling (SEM) based assessment of learning behavioural adoption using an extended-simplified TAM. *Proceedings on Engineering*, 6(4), 1633–1642.
- Kareem, A. (2024). Talent management and its relationship to job performance in the Ministry of Youth and Sports. *Damu Journal of Sport Sciences*, 1(3), 42–61.
- Karunathilaka, K. G. G. S. (2020). Talent acquisition as a strategic tool of business performance. *PEOPLE: International Journal of Social Sciences*, 6, 141–156. <https://doi.org/10.20319/pijss.2020.61.14156>
- Karwa, K. (2025). The modern dilemma: Navigating work-life balance. *Journal of Psychology and Behavior Studies*. <https://al-kindipublishers.org/index.php/jpbs/article/download/8921/7594>
- Keshwan, A. J., Ajee, S. H., & Mahdi, M. S. (2022). Organizational Learning's Effect on Business Performance and High-Performance Human Resource. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 7(3), 4.
- Khan, F., Durrani, M., & Shah, A. (2024). Building Career Satisfaction through Talent Development: Evidence from Emerging Markets. *Journal of Human Resource Strategies*, 18(1), 112–126.
- Klimenku, I. (2023). *Advancements in sampling techniques for social sciences*. Academic Press.
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford Publications.
- Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023). Work-life flexibility policies from a boundary control and implementation perspective: A review and research framework. *Journal of Management*, 49(6), 2062-2108.

- Kravariti, A., & Johnston, K. (2020). Talent management in the public sector: A systematic literature review and future research agenda. *Public Management Review*. <https://doi.org/10.1080/14719037.2019.1638439>
- Kravariti, F., Tasoulis, K., Scullion, H., & Alali, M. K. (2023). Talent management and performance in the public sector: The role of organisational and line managerial support for development. *The International Journal of Human Resource Management*, 34(9), 1782–1807.
- Kumi, E., Amoako, G. K., Appiah, T., & Dartey-Baah, K. (2025). The impact of digital transformation on organisational dynamics, HR practices, and wellbeing in Ghana's healthcare sector: a social exchange perspective. *Future Business Journal*, 11(1), 64.
- Kurniawan, B., & Wening, N. (2025). The Influence of Talent Management on The Performance of/Civil Servants in Indonesia. *Jurnal Ekuisci*, 2(6), 398-413.
- Lee, D. Y., & Jo, Y. (2023). The job demands-resource model and performance: The mediating role of employee engagement. *Frontiers in Psychology*, 14, 1194018. <https://doi.org/10.3389/fpsyg.2023.1194018>
- Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review*, 16(2), 139–154. <https://doi.org/10.1016/j.hrmr.2006.03.001>
- Locke, E. A., & Latham, G. P. (2019). The development of goal setting theory: A half-century retrospective. *Motivation Science*, 5(2), 93–105. <https://doi.org/10.1037/mot0000127>
- Madurani, D. N., & Pasaribu, M. (2022, March). The effect of talent management on employee retention mediated by organizational justice and talent perception congruence. In 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021) (pp. 228–246). Atlantis Press. <https://doi.org/10.2991/aebmr.k.220304.031>
- Madurani, D. N., & Pasaribu, M. (2022, March). The effect of talent management on employee retention mediated by organizational justice and talent perception congruence. In 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021) (pp. 228–246). Atlantis Press. <https://doi.org/10.2991/aebmr.k.220304.033>
- Mahmoud, R. (2021). The role of the human talent management system in achieving outstanding job performance for Al-Rajhi Bank employees – Abha. *IUG Journal of Economics & Business*, 29(1).
- Malenga, J. (2022). The relationship between organisational context and work-life balance of employees in New Zealand: a quantitative study using social exchange theory: a thesis presented in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management at Massey University, Albany, New Zealand (Doctoral dissertation, Massey University).
- Mandeville, K. L., Hanson, K., Muula, A. S., Dzowela, T., Ulaya, G., & Lagarde, M. (2017). Specialty training for the retention of Malawian doctors: A cost-effectiveness analysis. *Social Science & Medicine*, 194, 87–95. <https://doi.org/10.1016/j.socscimed.2017.10.012>
- Mason, R. (1989). *Sample size and selection methods in research studies*. Academic Press.
- Mazlan, A. R., & Jambuklingam, M. (2023). Investigating factors affecting employee retention among millennial employees in Malaysia. *Journal of Human Resource and Sustainability Development*, 11(2), 45-57.

- Mazlan, M. R. M., & Jambulingam, M. (2023). Challenges of talent retention: a review of literature. *Journal of Business and Management Review*, 4(2), 078-091.
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2017). Relationship between work-family balance, employee well-being and job performance. *Academia Revista Latinoamericana de Administración*, 30(1), 40-58.
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2017). Relationship between work-life balance and organizational outcomes: Evidence from Spain. *European Journal of Management and Business Economics*, 26(3), 214–229. <https://doi.org/10.1108/EJMBE-07-2017-0008>
- Melkamu, K. M. (2023). Exploring the impact of social exchange factors on organizational commitment: A study of Development Bank of Ethiopian Amhara Region Branches. *Journal of Management and Strategy*, 14(2), 12.
- Mensah, J. K. (2015). A coalesced framework of talent management and employee performance. *International Journal of Productivity and Performance Management*, 64(4), 544–566. <https://doi.org/10.1108/IJPPM-07-2014-0100>
- Mikołajczyk, K. (2022). Changes in the approach to employee development in organisations as a result of the COVID-19 pandemic. *European Journal of Training and Development*. <https://doi.org/10.1108/EJTD-12-2020-0171>
- Mitosis, K. D., Lamnisos, D., & Talias, M. A. (2021). Talent management in healthcare: A systematic qualitative review. *Sustainability*, 13(8), 4469.
- Mlotshwa, L., Harris, B., Schneider, H., & Moshabela, M. (2015). Exploring the perceptions and experiences of community health workers using role identity theory. *Global Health Action*, 8(1), 28045. <https://doi.org/10.3402/gha.v8.28045>
- Mohamed, N. A., Haji Mohamud, R. Y., & Mohamed, Y. A. (2025). Caring hands, heavy minds: Prevalence and associated factors of depression among nurses in Somalia. *BMC Nursing*. <https://doi.org/10.1186/s12912-025-03801-7>
- Mohamed, N. A., Haji Mohamud, R. Y., & Mohamed, Y. A. (2025). Caring hands, heavy minds: Prevalence and associated factors of depression among nurses in Somalia. *BMC Nursing*. <https://doi.org/10.1186/s12912-025-03801-7>
- Mojtahedi, D., Slater, H., & Bajracharya, B. (2025). Burnout interventions for UK healthcare workers: A systematic literature review. University of Huddersfield. <https://pure.hud.ac.uk/en/publications/burnout-interventions-for-uk-healthcare-workers-a-systematic-lite>
- Muathe, S., & Oyugi, M. (2023). Effects of Total Quality Management on employee performance in private healthcare facilities in Kenya. *African Journal of Business and Economic Research*, 18(1), 110–128. <https://doi.org/10.31920/1750-4562/2023/v18n1a6>
- Napathorn, C. (2019). Sustainable human resource management in Asian public hospitals: A case-based perspective. *Asian Journal of Management Research*, 10(1), 45–61.
- National Department of Health. (2020). 2030 human resources for health strategy: Investing in the health workforce for universal health coverage.
- Ndiritu, R. W. (2022). Career Development and Employee Retention in Insurance Companies in Nairobi City County, Kenya. Unpublished Thesis, Kenyatta University, Kenya.
- Nedungadi, P., Onyancha, O. B., Filho, W. L., & Raman, R. (2025). Exploring systems analysis and interdisciplinary research approaches for sustainable development

- in Africa. *Discover Sustainability*, 6(1), Article 1792. <https://doi.org/10.1007/s43621-025-01792-8>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
- Nkala, B., Mudimu, C., & Mbengwa, A. M. (2021). Human resources for health talent management contribution: A case for health systems strengthening in the public health sector. *World Journal of Advanced Research and Reviews*, 9(2), 192-201.
- Obeng, H. A., Arhinful, R., Tessema, D. H., & Nuhu, J. A. (2025). The mediating role of organisational stress in the relationship between gender diversity and employee performance in Ghanaian public hospitals. *Future Business Journal*, 11(1), 38.
- Pace, D. S. (2021). Probability and non-probability sampling—An entry point for undergraduate researchers. *International Journal of Quantitative and Qualitative Research Methods*, 9(2), 1–15.
- Panagiotidou, S. (2023). Employer branding strategy in the pre-recruitment stage: HR practices and outcomes for candidates and employees—An empirical approach.
- Panigrahi, S., & Mohanty, S. (2024). High-performance work system and hospital performance: Mediating role of emotional intelligence in healthcare workers during COVID-19. *Организационная психология*, 14(3), 9-31.
- Pasaribu, D. A., Absah, Y., & Sinulingga, S. (2021). Analysis of the impact of talent management practice on employee performance with employee engagement as an Intervening Variable in Bank XYZ Region I. *International Journal of Research*, 8(1), 342-356.
- Pasaribu, H. R., et al. (2021). Talent management practices and their implications for employee performance. *Journal of Human Capital Management*, 15(2), 45–58.
- Pawar, P. S., & Hipparkar, S. V. (2023). Flexibility and performance: A study among women healthcare workers. *Health Systems and Policy Research*, 10(2), 55–62.
- Pereira, V., Collings, D. G., Wood, G., & Mellahi, K. (2022). Evaluating talent management in emerging market economies: societal, firm and individual perspectives. *The International Journal of Human Resource Management*, 33(11), 2171-2191.
- Pomaranik, W., & Kludacz-Alessandri, M. (2024). Talent management practices and other factors affecting employee performance in the public healthcare sector in Poland: an empirical study using structural equation modelling. *BMC Health Services Research*, 24(1), 1667.
- Pomaranik, W., & Kludacz-Alessandri, M. (2024). Talent management practices and other factors affecting employee performance in the public healthcare sector in Poland: An empirical study using structural equation modelling. ***BMC Health Services Research***, 24(1), 12169. <https://doi.org/10.1186/s12913-024-12169-4>
- Prasad, K. D. V., Rao, M., Vaidya, R., Sriyogi, K., Singh, S., & Srinivas, V. (2025). The relationship between work–life balance and psychological well-being: An empirical study of metro rail travelers working in the information technology sector. *Frontiers in Psychology*, 15, 1472885. <https://doi.org/10.3389/fpsyg.2024.1472885>

- Putri, S. N., & Sary, F. P. (2023). Influence of Talent Management and Core values on employee performance in state-owned enterprises in Bandung. *Journal Of Management And Entrepreneurship Research*, 4(1), 30-42.
- Putri, S. N., & Sary, F. P. (2023). Influence of talent management and core values on employee performance in state-owned enterprises in Bandung. *Journal of Management and Entrepreneurship Research*, 4(1), 30-42.
- Rapp, D. J., Hughey, J. M., & Kreiner, G. E. (2021). Boundary work as a buffer against burnout: Evidence from healthcare workers during the COVID-19 pandemic. *Journal of Applied Psychology*, 106(8), 1169.
- Reilly, A. (2025). Work–life balance and the 'right to disconnect' for women teleworkers. In *Research Handbook on Gender, Work and Employment*. Edward Elgar Publishing.
<https://www.elgaronline.com/edcollchap/book/9781035302567/chapter23.xml>
- Rice, B., Martin, N., Fieger, P., & Hussain, T. (2022). Older healthcare workers' satisfaction: Managing the interaction of age, job security expectations and autonomy. *Employee Relations: The International Journal*, 44(2), 319-334.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance. *Journal of Asian Finance, Economics and Business*, 8(1), 519-526.
- Robinson, A. J. (2024). The role of leader-member exchange in building high performers (Doctoral dissertation, Southeastern University).
- Rokhim, R., Takwin, B., Basrowi, R. W., & Soemarmo, D. S. (2025). Fatigue and lack of vigors as a frequent work stress among financial workers in Indonesia. *Frontiers in Public Health*, 13, Article 1563563.
<https://doi.org/10.3389/fpubh.2025.1563563>
- Roziq, M., Reawaroe, H. P., & Rosyidi, A. I. (2021). Investment perspectives in human resources management and its contribution on organizational performance and competitive advantages. *Journal of Management and Leadership*, 4(1), 1-13.
- Saidin, K., Wan, P., & Halim, W. F. S. W. A. (2024). A synthesis towards the construct of job performance: Dimensions and theoretical approaches. *Pakistan Journal of Life and Social Sciences (PJLSS)*, 22(2), 300-312.
- Salako, M. A., Alani, S. T., & Ogunbameru, O. (2017). Gender disparities in organizational commitment and performance: A case study of healthcare workers in Nigeria. *Journal of Human Resource Management*, 5(2), 22-29.
- Salako, T., Akingbade, R., & Kolawole, A. (2025). Exploring gender differences in organisational commitment among health workers in Ibadan, Nigeria. *African Journal of Social and Behavioural Sciences*, 5(2), 88-102.
<https://journals.aphriapub.com/index.php/AJSBS/article/view/3294>
- Salameh, B., Abdallah, J., Alkubati, S. A., & ALBashtawy, M. (2024). Alarm fatigue and perceived stress among critical care nurses in the intensive care units: Palestinian perspectives. *BMC nursing*, 23(1), 261.
- Sarstedt, M., Cheah, J. H. (2019). Partial least squares structural equation modeling using SmartPLS: A software review.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of Market Research* (pp. 587-632). Springer International Publishing.
- Saunders, M., Lewis, P., & Thornhill, A. (2023). *Research methods for business students* (9th ed.). Pearson.

- Schweyer, A. (2004). *Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning*. Wiley.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Wiley.
- Senda, N. (2025). *Management of Work-Life Balance. Human Resource Management in Japan: An Asian Perspective*. Springer. https://link.springer.com/chapter/10.1007/978-981-96-7014-7_15
- Sengupta, M., Roy, A., Ganguly, A., Baishya, K., Chakrabarti, S., & Mukhopadhyay, I. (2021). Challenges encountered by healthcare providers in COVID-19 times: an exploratory study. *Journal of Health Management*, 23(2), 339-356.
- Shafique, I., & Zia-ur-Rehman, M. (2021). Impact of talent management on employees' work outcomes. *Sir Syed Journal of Education & Social Research*, 4(2), 613–623. [https://doi.org/10.36902/sjesr-vol4-iss2-2021\(613-623\)](https://doi.org/10.36902/sjesr-vol4-iss2-2021(613-623))
- Shah, A. (2023). *Job Crafting Amid Resource Threats: A Conservation of Resources Theory Perspective* (Master's thesis, Purdue University).
- Shah, S. M. A., Qamar, M. R., Ahmed, S., & Imran, M. (2025). Nepotism and favoritism in HR practices: Implications for organizational politics in Pakistan. *Journal of Management & Social Science*, 2(1), 177–194.
- Sindhura, K. (2022). Talent management strategies in human resource management: Critical for business-A systematic review. *Journal of Positive School Psychology*, 6(3), 3396-3409.
- Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. In S. Sonnentag (Ed.), *Psychological Management of Individual Performance* (pp. 3–25). Wiley.
- Sopiah, S., Kurniawan, D. T., & Narmaditya, B. S. (2020). Does talent management affect employee performance? The moderating role of work engagement. *The Journal of Asian Finance, Economics and Business*, 7(7), 335–341. <https://doi.org/10.13106/jafeb.2020.vol7.no7.335>
- Sorn, M. K., Fienena, A. R., Ali, Y., Rafay, M., & Fu, G. (2023). The effectiveness of compensation in maintaining employee retention. *Open Access Library Journal*, 10(7), 1-14.
- Taherdoost, H. (2016). Validity and reliability of the research instrument; how to test the validation of a questionnaire/survey in a research. *International Journal of Academic Research in Management (IJARM)*, 5, 28–36.
- Tamunomiebi, M. D., & Worgu, V. O. (2020). Talent management and organizational effectiveness. *Journal of Contemporary Research in Social Sciences*, 2(2), 35-45.
- Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122–133. <https://doi.org/10.1016/j.jwb.2009.09.019>
- Tomcikova, L., Svetozarovova, N., & Coculova, J. (2021). Challenges and priorities in talent management during the global pandemic caused by COVID-19. *Marketing i menedžment inovacij*, (2), 94-103.
- Triansyah, A., et al. (2023). To investigate the factors influencing employee performance, classifying them into individual, organizational, and environmental conditions [Review of existing literature]. Unpublished manuscript.
- Triansyah, R., Hejin, K., & Stefania, M. (2023). Employee performance and strategic objectives alignment. *Global Human Resource Review*, 4(2), 155–170.

- Uddin, M. (2021). Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal*, 71(239–240), 7–20.
- Urme, U. N. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business*, 28(1), 127-146
- Vaiman, V., Scullion, H., & Collings, D. G. (2012). Talent management decision making. *Management Decision*, 50(5), 925–941. <https://doi.org/10.1108/00251741211227663>
- Vento, S. (2025). Opinion: Medical education and work-life balance in LMICs. *Frontiers in Medicine*, 12, 1548112. <https://www.frontiersin.org/articles/10.3389/fmed.2025.1548112/full>
- Vuong, T., & Nguyen, L. (2022). To evaluate performance measurement methods used by businesses and their alignment with corporate sustainability objectives [Review of literature and case studies]. Unpublished manuscript.
- Walliman, N. (2021). *Research methods: The basics*. Routledge.
- Wang, Y., Tang, L., & Li, L. (2023). Work engagement and associated factors among healthcare professionals in the post-pandemic era: A cross-sectional study. *Frontiers in Public Health*, 11, 1173117.
- Weng, R. (2023). How talent management affects employees' intention to stay: The moderating role of work–life balance. *Sustainability*, 15(18), 13508.* <https://doi.org/10.3390/su151813508>
- Willie, M. M. (2022). Differentiating between population and target population in research studies. *International Journal of Medical Science and Clinical Research Studies*, 2(6), 521–523.
- Willie, M. M. (2024). Population and target population in research methodology. *Golden Ratio of Social Science and Education*, 4(1), 75–79.
- Willie, M. M. (2025). Strategies for Enhancing Training and Development in Healthcare Management. *Advances in Human Resource Management Research*, 3(1), 44-59.
- World Health Organization (2019). Health conditions in the occupied Palestinian territory, including east Jerusalem, and in the occupied Syrian Golan. Retrieved from [WHO website].
- World Health Organization and International Organization for Migration (2022). Regional strategies for addressing healthcare workforce mobility and shortages in the Eastern Mediterranean. WHO Publications.
- World Health Organization. (2016). Global strategy on human resources for health: workforce 2030. In *Global strategy on human resources for health: workforce 2030*.
- World Health Organization. (2023). Global Health Workforce Statistics Database. <https://www.who.int/data/gho/data/themes/topics/health-workforce>
- World Health Organization. (2023). Global Health Workforce Statistics Database. <https://www.who.int/data/gho/data/themes/topics/health-workforce>
- World Health Organization. (2023). Digitalized health workforce education: an elicitation of research gaps and selection of case studies. World Health Organization.
- World Health Organization. (2024). Global health workforce: Updates and progress towards 2030 targets (Report EB156/15). World Health Organization. https://apps.who.int/gb/ebwha/pdf_files/EB156/B156_15-en.pdf

- World Health Organization. (2024, May 2). Hostilities in the occupied Palestinian territory (oPt): Public health situation analysis (PHSA). <https://www.un.org/unispal/wp-content/uploads/2024/05/WHO-PHSA-oPt-020524-FINAL.pdf>
- World Health Organization. (2025). Strengthening the healthcare workforce in post-conflict Gaza. *Eastern Mediterranean Health Journal*, 31(4). <https://www.emro.who.int/emhj-volume-31-2025/volume-31-issue-4/strengthening-the-healthcare-workforce-in-post-conflict-gaza.html>
- Wu, G., Hu, Z., & Zheng, J. (2019). Role stress, job burnout, and job performance in construction project managers: the moderating role of career calling. *International journal of environmental research and public health*, 16(13), 2394.
- Wu, J., Li, Y., Lin, Q., Fan, Y., Zhang, J., Liu, Z., ... & Zhong, X. (2024). The mediating role of perceived social support between work-family conflict and presenteeism among ICU nurses working shift work in Chinese public hospitals: A cross-sectional investigation. *PLOS ONE*, 19(8), e0308673.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands–resources model. *International Journal of Stress Management*, 14(2), 121–141. <https://doi.org/10.1037/1072-5245.14.2.121>
- Xu, Q., Ståhl, G., McRoberts, R. E., Li, B., Tokola, T., & Hou, Z. (2021). Generalizing systematic adaptive cluster sampling for forest ecosystem inventory. *Forest Ecology and Management*, 489, 119051.
- Yamoah, E. E. (2025). Work-Life Balance, Organisational Commitment, and Healthcare Worker Productivity. *Management and Economics Review*, 10(1), 133-146.
- Yıldırım, M., & Bulut, S. (2022). Nurses' burnout and psychological resilience during COVID-19: The mediating role of social support. *Frontiers in Psychology*, 13, 874225. <https://doi.org/10.3389/fpsyg.2022.874225>
- Yucel, I., McMillan, A., & Richard, O. (2021). Workplace bullying and performance: The mediating role of resilience and psychological safety. *Journal of Health Organization and Management*, 35(5), 587–604. <https://doi.org/10.1108/JHOM-10-2020-0393>
- Yustina, A. I., & Santosa, S. (2020). How work family conflict, work–life balance, and job performance connect: Evidence from auditors in public accounting firms. *Jurnal ASET (Akuntansi Riset)*, 12(1), 144–154. <https://doi.org/10.17509/jaset.v12i1.23558>
- Yustina, E., & Santosa, D. (2020). The mediating role of work-life balance in work-family conflict and job performance: Evidence from Indonesian public accounting firms. *Journal of Business Studies*, 14(3), 78–90.
- Zabin, L. M., Qaddumi, J., & Ghawadra, S. F. (2025). The relationship between job stress and the perception of patient safety culture among Palestinian hospital nurses. *BMC nursing*, 24(1), 355.
- Zabin, L. M., Qaddumi, J., Ghawadra, S. F., & Battat, M. M. (2025). Job stress and patient safety culture: a qualitative study among hospital nurses in Palestine. *BMC nursing*, 24(1), 308.
- Zada, M., Manzoor, S. R., Irtaimah, E. K., Mannai, A. A. A., Khattak, A., & Salameh, A. A. (2024). Talent management intervention towards performance outcomes of Jordanian telecommunication companies: Mediating role of perceived organizational support. *BMC Psychology*, 12(1), 798. <https://doi.org/10.1186/s40359-024-01872-4>

Zanardi, M., & Brusa, L. (2023). Measuring work performance in complex organizations. *European Journal of Management Studies*, 12(3), 101–115.

Παναγιωτίδου, Σ. Employer branding strategy in the pre-recruitment stage: HR practices and outcomes for candidates and employees-an empirical approach.

Appendices

Appendix A: Questionnaire Revision

List of Academic and Professional Referees

Serial	Referee	Place of Work	Contact info
1	Dr. Raed Erekat	Arab American University	Contact No: +9725953863355
2	Dr. AkramHamdan	Arab American University	Contact No:+970599675622 Email:akram.hamdan@aaup.edu
4	Dr. Mohammed Abu Zayed	Birzeit University	Mabuzayed100@gmail.com

Appendix B : Questionnaire –Arabic

أثر إدارة المواهب على أداء الموظفين في قطاع الرعاية الصحية بالضفة الغربية: دور الموازنة

بين الحياة والعمل كعامل وسيط"

عزيزي/عزيزتي الموظف(ة)،

أشكركم على وقتكم واهتمامكم بالمشاركة في هذه الدراسة، التي تهدف إلى تحليل أثر إدارة المواهب

على أداء الموظفين في قطاع الرعاية الصحية بالضفة الغربية: دور الموازنة بين الحياة والعمل

كعامل وسيط.

أؤكد لكم أن جميع المعلومات المقدمة سرية تماما ولن يتم الإفصاح عن أي بيانات شخصية.

المشاركة اختيارية، وفي حال قررتم المساهمة، يُرجى تخصيص 10 دقائق للإجابة على الأسئلة

بدقة وشفافية، حيث ستسهم إجاباتكم في إثراء نتائج الدراسة.

لأي استفسارات أو لمزيد من المعلومات، يُرجى التواصل عبر:

✉ البريد الإلكتروني: enas.raef@gmail.com

☎ رقم الهاتف 0598870841 :

!شكراً لتعاونكم ومساهمتم القيمة

الباحثة: إيناس ظاهر

إشراف: د. مروان ملح

القسم الأول: المعلومات الشخصية

فضلاً، ضع / ي إشارة (✓) أمام الخيار الذي يناسبك من المعلومات الآتية:

1. الجنس: ذكر أنثى

1. الفئة العمرية:

20-25 سنة 26 - 35 سنة

36 - 45 سنة 46 - 55 سنة

56 وأكبر

2. الحالة الاجتماعية

أعزب/عزباء متزوج/متزوجة مطلق/مطلقة

أرمل/أرملة

3. المؤهل العلمي:

دبلوم متوسط فأقل بكالوريوس ماجستير فأعلى

4. عدد سنوات الخبرة:

أقل من 5 سنوات 5-10 سنوات 10 سنوات وأكثر

5. المسمى الوظيفي: _____

6. مكان العمل

- مجمع فلسطين الطبي (رام الله)
- مستشفى الاستشاري العربي (رام الله)
- مستشفى عالية الحكومي (الخليل)
- المستشفى الأهلي (الخليل)
- مستشفى رفيديا الجراحي (نابلس)
- مستشفى النجاح الوطني الجامعي (نابلس)

7. نظام العمل

- دوام ثابت دوام متغير (مناوبات)

8. عدد ساعات العمل اليومية والأسبوعية:

- أقل من 8 ساعات يوميًا (أقل من 48 ساعة أسبوعيًا)
- 8 ساعات يوميًا (48 ساعة أسبوعيًا)
- أكثر من 8 ساعات يوميًا (أكثر من 48 ساعة أسبوعيًا)

القسم الثاني: متغيرات الدراسة

أولاً: فيما يلي من الفقرات المعبرة عن إدارة المواهب كمتغير مستقل، يرجى التكرم بقراءتها

واختيار الإجابة المناسبة بوضع إشارة (✓) في المكان الذي يعبر عن رأيكم:

الرقم	الفقرات	موافق بشدة 5	موافق 4	محايد 3	معارض 2	معارض بشدة 1
المحور الأول: جذب المواهب						
1	تحرص الإدارة على استقطاب المواهب المناسبة لتحقيق أهدافها					
2	يتم تطبيق معايير دقيقة في توظيف واختيار الكوادر المناسبة					
3	يتم تعيين المواهب الحالية في المكان المناسب لها					
4	توفر المنظمة بيئة عمل تجذب المواهب المتميزة					
5	تمتلك المنظمة خطة واضحة لاستقطاب المواهب الملائمة					
المحور الثاني: الاحتفاظ بالمواهب						
6	تعمل الإدارة بجد للحفاظ على الموظفين ذوي الكفاءة العالية					
7	يتم تقديم حوافز عادلة للموظف الموهوب المتميز لتحفيزه على البقاء					
8	تأخذ الإدارة آراء الموهوبين في الاعتبار عند وضع خطط العمل					
9	تحرص الإدارة على جمع آراء الموظف الموهوب لتحسين بيئة العمل					
10	توفر الإدارة بيئة عمل مستقرة تحافظ على الكفاءات					
المحور الثالث: تنمية المواهب وتطويرها						
11	يتم تحديد الحوافز وفقاً لمعايير تقييم المواهب موضوعية					

					12	يتم إجراء تقييمات دورية عادلة بهدف تحديد جوانب تنمية المواهب المطلوبة
					13	توفر الإدارة برامج تدريبية لتنمية المواهب عند الموظفين
					14	تستخدم الإدارة وسائل متقدمة لتطوير مواهب العاملين (مثل التوجيه المهني والتعليم المستمر)
					15	بناء على ما تقدمه الإدارة من عقد دورات تدريبية للمحافظة على استدامة المواهب تتولد فرص الترقية للعاملين
					16	توفر الإدارة برامج (لإعداد وتأهيل) قيادات المستقبل
					17	تتيح الإدارة فرصًا لحديثي التخرج لتطوير مهاراتهم

ثانياً: فيما يلي من الفقرات المعبرة عن دور الموازنة بين الحياة والعمل كمتغير وسيط، يرجى

التكرم بقراءتها واختيار الإجابة المناسبة بوضع إشارة (✓) في المكان الذي يعبر عن رأيكم:

الرقم	الفقرات	موافق بشدة	موافق	محايد	معارض	معارض بشدة
		5	4	3	2	1
المحور الأول: توازن الوقت						
1	لا يتم استدعائي لحضور اجتماعات خارج ساعات العمل الرسمية					
2	أتمكن من الحصول على إجازاتي بسهولة					
3	تكفي ساعات العمل الرسمية لإنجاز جميع مهامي					
4	أستمتع بعطل نهاية الأسبوع و العطل الرسمية بسبب ضغط العمل					

					أجد وقتًا كافٍ لقضائه مع عائلتي الى جانب عملي	5
					لا يتطلب عملي متابعة مستمرة خارج ساعات العمل الرسمية	6
					أتمكن من تحقيق توازن جيد بين وقت العمل ووقت الحياة الشخصية	7
المحور الثاني: توازن المشاركة						
					أتمكن من أداء التزاماتي العائلية دون أن يؤثر العمل لساعات إضافية عليها	8
					أشارك بانتظام في الأنشطة الاجتماعية رغم ضغط العمل	9
					أقوم شخصيًا بجميع مسؤولياتي دون الحاجة إلى مساعدة من أفراد عائلتي	10
					أحافظ على تركيزي أثناء العمل دون أن تؤثر عليّ مسؤولياتي العائلية.	11
					لا يؤثر العمل الإضافي على حياتي الاجتماعية	12
					توفر الإدارة الدعم الكافي لتحقيق التوازن بين العمل والحياة الشخصية	13
المحور الثالث: توازن الرضا						
					تتلاءم طبيعة عملي مع (مهاراتي ومؤهلي العلمي)	14
					أحصل على التقدير والمكافآت عند قيامي بمهام إضافية	15
					أخصص وقتًا كافيًا لممارسة الأنشطة التي تمنحني الرضا الشخصي	16
					لا يتم تكليفي بمهام إضافية بشكل إلزامي	17
					أتلقي المعلومات والموارد اللازمة لأداء مهامي بفاعلية	18
					أعمل في بيئة عمل محفزة تعزز رضا الموظفين	19

					لا يوجد لدي عمل متراكم غير منجز	20
					يوجد وصف وظيفي دقيق لجميع المهام التي أقوم بها	21
					تدعم الإدارة تنظيم أنشطة ترفيهية للموظفين	22

ثالثاً: فيما يلي من الفقرات المعبرة عن أداء الموظفين كمتغير تابع، يرجى التكرم بقراءتها

واختيار الإجابة المناسبة بوضع إشارة (✓) في المكان الذي يعبر عن رأيكم:

معارض بشدة 1	معارض 2	محايد 3	موافق 4	موافق بشدة 5	الفقرات	الرقم
المحور الأول: أداء المهام						
					أحرص على أداء مهام وظيفتي بدقة وفق الوصف الوظيفي المطلوب	1
					أقوم بإنجاز المهام المطلوبة مني في الوقت المحدد	2
					أحرص على الالتزام بمواعيد العمل الرسمية	3
					أسعى لمعرفة كل المستجدات التي تطرأ على وظيفتي باستمرار	4
					أؤدي الأعمال الإضافية التي تطلب مني	5
					أقوم بإنجاز المهام التي تساعد في تحقيق أهداف المؤسسة التي أعمل بها	6

المحور الثاني: الأداء التكيفي				
				7 اتعامل مع التغيير في وظيفتي جيدًا كلما تطلب الوضع ذلك
				8 يمكنني التعامل بمرونة عندما أواجه مشكلات غير متوقعة في العمل
				9 أعلم أنه يمكنني التعامل مع مهام متعددة لتحقيق الأهداف التنظيمية
				10 أتعافى بسرعة بعد المواقف الصعبة وأواصل عملي مجددًا
				11 أبحث عن حلول للمشكلات عن طريق المناقشة الهادئة مع زملائي
				12 أطلع على أحدث الابتكارات في مجال عملي لتحسين طريقة أدائي للأعمال
المحور الثاني: الأداء السياقي				
				13 أقدم المساعدة إلى زملائي في العمل عندما يُطلب مني ذلك أو يحتاجون إليها
				14 أتواصل بفعالية مع زملائي لحل المشكلات واتخاذ القرارات
				15 أتطوع لأداء العمل الإضافي بصدور رغب
				16 أصر على تخطي العوائق لإتمام المهام المكلف بها
				17 يطلب زملائي في العمل نصيحتي بشكل مستمر في المواقف الصعبة
				18 أمتثل لتعليمات العمل حتى وإن كان المشرف غير موجود
				19 أدافع عن قرارات المسؤولين
				20 أتبع الإجراءات السليمة وأتجنب غير المصرح بها

					يعتمد علي زملائي داخل القسم لوضع حلول جديدة للمشكلات	21
					أقدم الدعم والتشجيع لزملاء العمل عند مواجهة المشكلات	22

Appendix C : Questionnaire – English

Dear Employee,

This study aims to identify "**The Impact of Talent Management on Employee Performance in the West Bank Healthcare Sector: The Mediating Role of Work-Life Balance**" Please answer its questions and sections honestly and sincerely, knowing that your identity will not be revealed through the information required and expected from you, and no information provided in this study will be shared with any entity. All the information you provide will be handled with the utmost confidence and confidentiality. Your decision to participate in this study is entirely voluntary. If you do not wish to participate, please do not return the questionnaire to us. Should you decide to participate, we would like to inform you that the questionnaire will take approximately 10 minutes of your time. Kindly answer the questions in the designated space. You may complete the questionnaire at your convenience.

Your first thoughts are often your best! Even if you feel that some of the items covered may not directly apply to your views, please do not disregard them. Your responses are essential to studying the impact of talent management on employee performance in the healthcare sector in the West Bank. Additionally, there are no costs associated with completing the questionnaire other than your time. I hope you are willing to complete the questionnaire, and I thank you for giving me a part of your time. If you have any inquiries or would like more information about this study, please contact 0595577794 or email me at enas.raef@gmail.com.

Thank you for your cooperation.

Researcher: Enas Thaher

Supervised by: Dr. Marwan.

Section One: Personal Information

Please place a (✓) mark next to the option that suits you from the following information:

Gender	Male ()
	Female ()
Age categories	20 – 25 years ()
	26-35 years ()
	36-45 years ()
	46-55 years ()
	56 years or older ()
Marital Status	Single ()
	Married ()
	Divorced ()
	Widowed ()
Education level	Diploma ()
	BA Graduate ()
	(Master's or PhD) ()
Working Experience	Less than 5 ()
	Between 5-10 ()
	More than 10 ()
Job Category	Physicians / Doctors ()
	Nurses ()
	Administrative Staff ()
	Technicians ()
Place of Work:	Ramallah Governmental Hospital ()
	Alia Governmental Hospital (Hebron) ()
	Al-Ahli Hospital (Hebron) ()
	Rafidia Hospital (Nablus) ()
	An-Najah National University Hospital (Nablus) ()
	Clinics or Centers ()
Work System	Permanent Employment ()
	Contract-Based Employment ()

What is your official work shift at the hospital?	Shift A (Morning only) ()
	Shift B (Evening only) ()
	Shift C (Night only) ()
	Shift AB (Rotational between morning and evening) ()
	Shift BC (Rotational between evening and night) ()
	Shift ABC (Rotational between morning, evening, and night) ()

Section Two:

First: The following paragraphs express talent management as an independent variable, Please read it and choose the appropriate answer by placing a check mark (✓) in the place that expresses your opinion:

#	Items	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Axis I: Attracting Talents						
1	The management is keen to attract suitable talent to achieve its objectives.					
2	Precise standards are applied in the recruitment and selection of suitable personnel					
3	Existing talents are placed in the right positions.					
4	The organization provides a work environment that attracts outstanding talent.					
Axis II: Talent Retention						
5	Management works diligently to retain highly competent employees					
6	Fair incentives are offered to outstanding, talented employees to motivate them to stay.					

7	Management considers the opinions of talented employees when setting work plans.					
8	Management gathers feedback from talented employees to improve the work environment.					
9	Management provides a stable work environment to retain talent.					
Axis III: Talent Development						
10	Incentives are determined based on objective talent evaluation criteria					
11	Fair periodic evaluations are conducted to identify areas for talent development.					
12	Management offers training programs to develop employee talents.					
13	Advanced methods are used to develop talents (e.g., career guidance, continuous education).					
14	Management provides a stable work environment to retain talent.					
15	Management offers programs to prepare and qualify future leaders					
16	Management provides opportunities for fresh graduates to develop their skills.					

Second: The following paragraphs express the role of work-life balance as an intervening variable. Please read them and choose the appropriate answer by placing a check mark (✓) in the space that expresses your opinion:

#	Items	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Axis I: Time Balance						
1	I am not called to attend meetings outside official working hours.					
2	I can obtain my vacations easily					
3	Official working hours are sufficient to complete all my tasks					
4	I find enough time to spend with my family alongside my work.					
5	My work does not require continuous follow-up outside official hours.					
6	I can achieve a good balance between work time and personal life.					
Axis II: Balance of Participation						
7	I can fulfill my family obligations without being affected by overtime work.					
8	I regularly participate in social activities despite work pressure.					
9	I maintain my focus at work without being affected by family responsibilities.					
10	Over time, work does not affect my social life.					
11	The management provides adequate support to achieve work-life balance.					
Axis III: Balance of Satisfaction						
12	The nature of my job fits my skills and academic qualifications					
13	I receive appreciation and rewards for performing additional tasks.					

14	I allocate enough time for activities that bring me personal satisfaction.					
15	I am not assigned extra tasks on a mandatory basis.					
16	I receive the necessary information and resources to perform my tasks effectively					
17	I work in a motivating environment that promotes employee satisfaction.					
18	I do not have uncompleted accumulated work.					
19	There is a clear job description for each task I perform.					

Third: The following paragraphs express employee performance as a dependent variable. Please read them and choose the appropriate answer by placing a check mark (✓) in the place that expresses your opinion:

#	Items	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Axis 1: Task Performance						
1	I ensure to perform my job duties accurately according to the required job description					
2	I complete the tasks assigned to me within the specified time					
3	I make sure to adhere to official working hours.					
4	I strive to stay updated on all developments related to my job.					
5	I carry out additional tasks that are requested of me.					
6	I complete tasks that contribute to achieving the organization's goals					

Axis II: Adaptive Performance						
7	I handle changes in my job well whenever the situation demands it.					
8	I can adapt flexibly when facing unexpected problems at work.					
9	I know I can manage multiple tasks to achieve organizational goals.					
10	I recover quickly from difficult situations and resume my work.					
11	I look for solutions to problems through calm discussions with colleagues.					
12	I stay updated on innovations in my field to improve my work performance.					
Axis III: Contextual Performance						
13	I help colleagues when they ask for or need support.					
14	I communicate effectively with colleagues to solve problems and make decisions					
15	I willingly volunteer to perform extra work.					
16	I insist on overcoming obstacles to complete assigned tasks.					
17	My colleagues regularly seek my advice in difficult situations.					
18	I comply with work instructions even when the supervisor is absent.					
19	I defend the decisions of the management.					
20	I follow proper procedures and avoid unauthorized actions.					
21	My colleagues rely on me to find new solutions to problems.					
22	I provide support and encouragement to colleagues when they face problems.					

أثر إدارة المواهب على أداء الموظفين في قطاع الرعاية الصحية بالضفة الغربية: دور الموازنة بين الحياة والعمل كعامل وسيط

إيناس رائف إسماعيل ظاهر

أسماء لجنة الإشراف

الدكتور مروان ملحم

الدكتور عماد ولدعلي

الدكتورة سلوى برغوثي

الملخص

يُعد أداء العاملين الركيزة الأساسية لجودة الرعاية الصحية. وتشير التقديرات إلى أن أكثر من 50% من مقدمي الرعاية الصحية في البلدان منخفضة ومتوسطة الدخل، مثل فلسطين، يعانون من الإرهاق والإجهاد المزمن، الأمر الذي ينعكس سلباً على أدائهم وجودة الرعاية المقدمة. تهدف هذه الدراسة إلى فحص الدور الوسيط للتوازن بين العمل والحياة في العلاقة بين إدارة المواهب البشرية وأداء العاملين في فلسطين. اعتمدت الدراسة تصميماً مقطوعياً كمياً ذا طبيعة وصفية ترابطية. تكون مجتمع الدراسة من 30,400 عامل في قطاع الرعاية الصحية في الضفة الغربية، فيما تم اختيار عينة عشوائية متعددة المراحل ضمت 395 عامل في مستشفيات مختارة. استُخدمت استبانات ذاتية أُعدت بالاستناد إلى النظريات والدراسات السابقة بعد تكييفها والتحقق من مصداقيتها من خلال مراجعة الخبراء والاختبار المبدئي. جرى تحليل البيانات باستخدام نمذجة المعادلات الهيكلية (SEM) عبر برنامج Smart-PLS لاختبار الفرضيات. أظهرت النتائج أن إدارة المواهب لا تُحدث أثراً مباشراً ذا دلالة إحصائية على أداء العاملين ($p = 0.549$)، لكنها تُحسن بشكل ملحوظ من التوازن بين العمل والحياة ($p > 0.001$)، والذي بدوره يسهم في رفع مستوى الأداء ($p > 0.001$). كما تبين أن العلاقة بين إدارة المواهب وأداء العاملين تتوسطها بالكامل متغيرات التوازن بين العمل والحياة. وفي الختام، تشير النتائج إلى أن سياسات إدارة المواهب في القطاع الصحي الفلسطيني لم تُطبق بالقدر الكافي نتيجة الظروف السياسية والمؤسسية المعقدة ونقص الموارد المالية. وهذا يعني أن إدارة المواهب وحدها غير كافية لتحسين الأداء، ما لم تُدمج مع برامج داعمة للتوازن بين العمل والحياة.

كوسيط رئيسي. وتبرز الحاجة الملحة أمام وزارة الصحة الفلسطينية للتعاون مع المستشفيات من أجل إنشاء نظام وطني لإدارة الأداء (PMS) يستند إلى ممارسات موارد بشرية قائمة على الأداء ومتكاملة مع برامج التوازن بين العمل والحياة. كما أن تأسيس مرصد وطني للقوى العاملة يُعد خطوة أساسية لتتبع الهجرة وذلك من شأنه أن يعالج النقص المتوقع في القوى العاملة بحلول عام 2030. وينبغي أن تتجه الدراسات المستقبلية نحو بناء أنظمة أداء شاملة تتضمن مقاييس إحصائية وتقييمات منهجية للعاملين، إضافة إلى دراسة نواياهم الوظيفية واستراتيجيات الاحتفاظ بهم. من شأن هذه الخطوات أن تعزز مرونة المؤسسات وترسخ التزامها بخدمة المجتمع الفلسطيني، وتحد من الهجرة بما يضمن استمرارية تقديم الخدمات الصحية.

الكلمات المفتاحية: إدارة المواهب، توازن العمل والحياة، الأداء الوظيفي، القطاع الصحي، الضفة الغربية.