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# ASSESSING THE IMPACT OF TALENT MANAGEMENT PRACTICES ON THE REPUTATION OF MEDICAL LABORATORIES IN BENGHAZI, LIBYA

Muhammad Abdullah Omar Ali Alferjany[1*], Adel Rabeh Younis[2]

[1] Department of Lab Management, Universti of Benghazi, Libya
Email: Muhammad.Alferjany@uob.edu.ly
[2] Department of Management, Universti of Benghazi, Libya
Email: Adel.Jadalla@uob.edu.ly
[*] Corresponding Author

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**Abstract:**

This research investigates how talent management (TM) practices influence the reputation of medical laboratories in Benghazi, Libya. The study utilized a custom-designed questionnaire comprising 52 items based on a five-point Likert scale. Employing a descriptive-analytical method and multiple regression analysis, the research gathered responses from a stratified random sample of 255 participants, achieving a 90.16% response rate. The results indicate a strong application of both talent management and organizational reputation variables. A significant positive impact of TM on organizational reputation was observed (β = 0.720). Based on these findings, the study recommends enhancing talent management strategies, including developing structured plans for attracting and retaining skilled professionals, fostering innovation, and ensuring the availability of modern technologies to strengthen service quality and institutional reputation.

**Keywords:**

Innovation (INN), Medical Laboratories, Service Quality (SQ), Social Responsibility (SR), Talent Attraction (TA), Talent development (TD), Talent Retention (TR)

## Introduction

Talent management (TM) is increasingly recognized as a critical success factor in organizational development, particularly in service-oriented sectors. With growing competition for skilled individuals and the limited availability of highly qualified talent, organizations are

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compelled to adopt effective strategies for identifying and nurturing exceptional employees. The future competitiveness of organizations relies heavily on their ability to foster innovation and support creative thinking, especially through empowering talented individuals (Mahroof et al., 2025).

Organizational reputation (OR), as an intangible asset, has gained heightened attention in recent years. Managers and employees alike have acknowledged its significance in providing long-term sustainability, enhancing customer and employee loyalty, and maintaining profitability. A strong reputation can influence consumer perceptions of service quality, enabling organizations to expand their customer base, improve revenue streams, and retain skilled talent (Jacobs & Liebrecht, 2025).

Also, the good reputation of the organization helps the consumer perception of the quality of the products, which enables the organization opportunities to increase sales and thus increase profits, retain talented employees in the organization, and raise the morale of the workers which in turn reflects on the productivity of the organization, the protection of the organization by reducing risks and identifying potential crises, and contributing to international expansion and strategic alliances.

To enhance both its reputation and overall performance, an organization must implement strategic measures to attract innovative and skilled individuals. This approach helps safeguard valuable expertise from being acquired by competitors and enables the organization to systematically develop these talents through well-structured, evidence-based practices. Such efforts can strengthen its competitive edge in the market (Mitosis, Lamnisos & Talias, 2021). In light of this, the present study aims to explore the following central question: *To what extent do talent management practices—specifically talent attraction, retention, and development—affect the organizational reputation in terms of creativity, social responsibility, and service quality within medical laboratories in Benghazi?* From this overarching question, several sub-questions have been formulated.

The first sub-question: Is there an effect of talent management on creativity in medical Laboratories in the city of Benghazi?
Second sub-question: Is there an effect of talent management on social responsibility in medical Laboratories in the city of Benghazi?
The third sub-question: Is there an effect of talent management on the quality of service in medical Laboratories in the city of Benghazi?

## Literature Review

***Talent Management*** refers to the process of identifying talented individuals, attracting them to join the organization, integrating them effectively, nurturing their growth, motivating them, and ensuring their retention. Practically, it involves sourcing highly skilled talent, selecting the most capable and innovative candidates, and fostering their development and retention within the organization (Banerjee & Sharma, 2025). It also includes comprehensive strategies and systems aimed at boosting productivity by refining methods to attract, retain, develop, and utilize skilled personnel who possess the necessary abilities to fulfill both present and future organizational demands (Alferjany et al., 2022).

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These definitions highlight that talent management covers several key elements such as recruitment, retention, motivation, development, and succession planning. While these components clarify the main responsibilities and activities involved in talent management, they do not specify the exact approaches for implementing them. Talent management is a broad concept encompassing various actions and dimensions related to how an organization engages with its talented workforce. As illustrated in Table 1, researchers have offered multiple interpretations of these aspects. This study focuses primarily on three dimensions of talent management: attracting talent, retaining talent, and developing talent.

**Table 1 Talent Management Practices**

| Author | TM Practices |
|---|---|
| Gabrel, 2020 | Talent Attraction, Talent Retention, Talent Development |
| Atheer, Baig & Raj, 2019 | Talent Attraction, Talent Retention, Talent Development |
| Froidevaux, Alterman & Wang, 2020 | Talent attraction, retention, learning and development, and career management. |
| Järvi & Khoreva, 2020 | Identify talent, develop talent, deploy talent and retain talent. |
| Meyers et al., 2018 | Recruitment and selection, retention, succession planning, development approach. |
| Mani, 2020 | Attracting, selecting, engaging, developing, and retaining employees |
| Sparrow et al, 2019 | Attracting, retaining, motivating and developing the talented employees |
| Kiragu, 2020 | succession planning, training, career management, coaching and mentoring |
| Dayel et, al. 2020 | Developing strategy, attracting and retaining, motivating and developing, deploying and managing, connecting and enabling |

***Organizational Reputation*** reflects customers' reactions to the organization's past activities, operations, and actions, as well as their views of intangible assets. Practically, it can be defined as how stakeholders perceive the image of the organization that reflects the procedures and operations of the various activities of the organization (Rosa et al., 2025). The time accumulation of the organization results in the internal and external environments in a way that fosters customer loyalty and affiliation (Pedersen et al., 2025).

As a valuable intangible asset, the organizational reputation contributes to achieving returns and an added value to the organization, so it must be managed in an optimal manner, which leads to maximizing the value (Bustos, 2021). A good organizational reputation preserves the current client and attracts other through what known as "word of mouth"; thus, the organization achieves the desired profit and success (Burlea & Balan, 2021).

## Methodology

This study employed a descriptive-analytical approach to explore the relationships between the primary and secondary variables, with data collected from the target population. In order to address the research questions and test the hypotheses, the researcher utilized frequencies and percentages to summarize the demographic characteristics of the sample. To assess the relative significance of the study variables, means and standard deviations were calculated. Lastly, to

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examine the influence of the independent variable on multiple dependent variables, the researcher applied multiple regression analysis.

***Population & Sample Technique***

The study targeted upper and middle management personnel across five medical laboratories in Benghazi, as the city represents a major healthcare center with a high concentration of well-established medical laboratories and clearly defined management structures. Limiting the study to Benghazi also helped ensure contextual consistency and facilitated effective data collection, contributing to the high response rate achieved. The total population included 149 senior managers and 608 middle managers, resulting in a combined population of 760 individuals. Using a stratified random sampling technique, the researcher selected a sample of 255 managers from both management levels, based on the total population size (Sekaran & Bougie, 2016). Accordingly, 255 questionnaires were distributed to the selected sample, and 230 were returned, representing a response rate of 90.16%. Upon review, 19 of the returned questionnaires were deemed invalid, leaving 211 valid responses for analysis constituting 81% of the total distributed questionnaires.

**Conceptual Framework and Hypothesis Development**

The conceptual framework of this study encompasses the key variables under investigation, with talent management identified as the independent variable and organizational reputation as the dependent variable. Drawing upon insights from the literature review, the researcher developed the conceptual framework presented in Figure 1.

H0: Talent management practices affect the organizational reputation of medical Laboratories in Benghazi.

$H0_1$: Talent management practices affect the creativity in medical Laboratories in Benghazi.

$H0_2$: Talent management practices affect the social responsibility of medical Laboratories in Benghazi.

$H0_3$: Talent management practices affect service quality in medical Laboratories in Benghazi

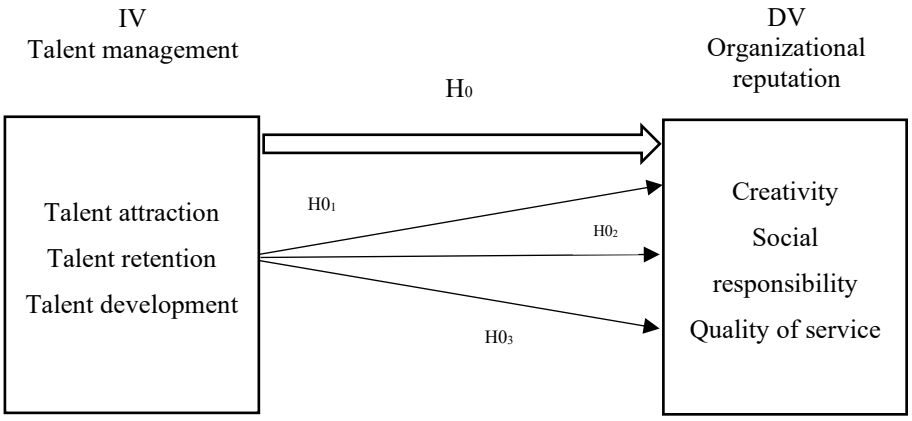


**Figure 1 Theoretical Framework**

Source: IV Talent management practices are adopted from (Alferjany et al., 2022; Atheer, Baig & Raj, 2019). DV Organizational reputation adopted from (Sala, 2013; Rosa et al., 2025).

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**Data Analysis and Discussion**

Table 2 displays the respondents' demographic and professional attributes, including gender, age, academic qualifications, job position, years of experience in their current role, and duration of service in their present laboratory.

**Table 2 Personal and Functional Characteristics of The Respondents**

| Variable | Category | Frequency | Percentage % |
|---|---|---|---|
| Gender | male | 148 | 70.14 |
| | female | 63 | 29.86 |
| Age | 30 or less | 17 | 8.05 |
| | 30-40 | 47 | 22.28 |
| | 41-50 | 105 | 49.77 |
| | More than 50 | 42 | 19.90 |
| Educational qualification | Bachelor's or less | 107 | 50.71 |
| | Master | 67 | 31.75 |
| | Doctorate | 37 | 17.54 |
| occupational level | Upper | 42 | 19.90 |
| | Middle | 169 | 80.10 |
| work experience in the current job | Less than 5 years | 16 | 7.58 |
| | 5 - 10 | 54 | 25.59 |
| | 11 - 20 | 113 | 53.56 |
| | More than 20 years | 28 | 13.27 |
| work experience in the current laboratory | Less than 5 years | 13 | 6.16 |
| | 5 - 10 | 49 | 23.22 |
| | 11 - 20 | 108 | 51.19 |
| | More than 20 years | 41 | 19.43 |
| Total | | 211 | 100 |

***The Stability of The Study Tool:***

To assess the reliability of the instrument, the researcher employed Cronbach's Alpha to test internal consistency. The final version of the study tool was administered to a reliability sample composed of 11 individuals who were not part of the main study sample. As shown in Table 3, the reliability coefficients for the main variables indicate that the instrument demonstrates a high level of stability, confirming its suitability for achieving the study's objectives (Sekaran & Bougie, 2016).

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**Table 3 The Stability Values of The Main Study Variables (Cronbach Alpha)**

| Variable | Number of Items | (α) |
|---|---|---|
| **Talent Management** | **20** | **0.866** |
| Talent Attraction | 7 | 0.745 |
| Talent Retention | 7 | 0.746 |
| Talent Development | 6 | 0.718 |
| **Organizational Reputation** | **22** | **0.835** |
| Innovation | 7 | 0.737 |
| Social Responsibility | 8 | 0.785 |
| Quality of Service | 7 | 0.764 |

***Statistical Analysis Results***

To explore the actual implementation of the study variables and their respective dimensions namely talent management and organizational reputation within medical laboratories in Benghazi, the researcher employed means and standard deviations as statistical tools.

Table 4 presents the answers of the respondents about the expressions related to attracting talents in medical Laboratories in the city of Benghazi, where the arithmetic averages ranged between (3.82 - 4.28) with a total average of (4.04) on the five-point Likert scale, which indicates the high reality of attracting talents in medical Laboratories in the city of Benghazi.

**Table 4 Arithmetic Means and Standard Deviations for Talent Attraction in Medical Laboratories in Benghazi**

| Talent Attraction | M | S.D | Importance of item |
|---|---|---|---|
| The laboratory conducts regular predictive studies to determine its talent needs | 4.18 | 0.770 | 2 |
| The laboratory relies on modern methods to search for talents | 4.03 | 0.752 | 4 |
| Future business needs are determined in light of current and future requirements | 4.05 | 0.869 | 3 |
| The laboratory conducts a gap analysis to determine its talent needs | 3.94 | 0.921 | 6 |
| The laboratory clearly plans to attract talented staff | 3.82 | 0.892 | 7 |
| There is a specialized department in the process of attracting talents | 3.96 | 0.852 | 5 |
| Different sources are used to attract talent | 4.28 | 0.758 | 1 |
| **The overall mean and standard deviation of talent attraction** | **4.04** | **0.524** | |

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The results in Table 4 show that the statement *"Different sources are used to attract talent"* ranked first, with a mean score of 4.28, which is above the overall average of 4.04, and a standard deviation of 0.758. In contrast, the statement *"The laboratory clearly plans to attract talented staff"* was ranked seventh, with a mean of 3.82—below the general average—and a standard deviation of 0.892. The relatively low standard deviations indicate limited variability in respondents' answers, suggesting a strong consensus regarding the current practices of talent attraction in medical laboratories in Benghazi. Furthermore, the convergence of mean values supports the conclusion that the overall perception of talent attraction among respondents was high.

Similarly, Table 5 presents the respondents' views on talent retention practices. The arithmetic means for talent retention statements ranged from 3.82 to 4.23, with an overall mean of 3.98 on the five-point Likert scale, indicating a generally high perception of talent retention in the medical laboratories surveyed. The statement *"The laboratory deals with talented employees as partners more than they are employees"* received the highest mean score (4.23), exceeding the overall average, with a standard deviation of 0.772. Conversely, the statement *"The laboratory uses qualitative methods to determine its needs from talents"* ranked lowest, with a mean of 3.82 and a standard deviation of 0.794. As with talent attraction, the responses related to talent retention displayed low dispersion, reflecting a high degree of agreement among participants. The consistency in the arithmetic means further affirms that respondents generally perceived talent retention in these laboratories to be at a high level.

**Table 5 Arithmetic Means and Standard Deviations for Talent Retention in Medical Laboratories in Benghazi**

| Talent Retention | M | S.D | Importance of item |
|---|---|---|---|
| The laboratory makes great efforts to utilize internal talents before announcing any vacancy | 4.01 | 0.842 | 3 |
| The laboratory regularly evaluates existing talents | 3.90 | 0.783 | 6 |
| Qualitative methods are used to determine talent needs | 3.82 | 0.794 | 7 |
| The laboratory offers salaries and incentives suit the talented employees | 4.06 | 0.857 | 2 |
| Talented staff are respected and valued appropriately | 3.95 | 0.869 | 4 |
| Talented employees are treated as partners more than employees | 4.23 | 0.772 | 1 |
| Talented employees are given fair promotion opportunities | 3.92 | 0.830 | 5 |
| **The overall mean and standard deviation of talent retention** | **3.98** | **0.497** | |

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Table 6 illustrates the responses of participants regarding statements related to talent development in medical laboratories across Benghazi. The mean scores for talent development items ranged from 3.89 to 4.01, with an overall average of 3.95 on a five-point Likert scale. This reflects a high level of talent development practices as perceived by the respondents. The statement *"The laboratory seeks to improve the knowledge of talented employees through seminars"* ranked first, with a mean of 4.01—slightly above the overall average—and a standard deviation of 0.825. On the other hand, the statement *"The laboratory has policies that encourage career development"* was ranked sixth, with a mean score of 3.89, which falls below the total average, and a standard deviation of 0.829. These findings suggest a generally positive evaluation of talent development efforts, accompanied by a relatively low variation in responses, indicating agreement among the participants.

**Table 6 Arithmetic Means and Standard Deviations for Talent Development in Medical Laboratories in Benghazi**

| Talent development | M | S.D | Importance of item |
|---|---|---|---|
| The laboratory has an effective reward system for talented employees | 3.96 | 0.904 | 3 |
| There are effective training programs to develop the capabilities of talented employees | 3.92 | 0.815 | 5 |
| The laboratory seeks to improve the knowledge of talented employees through seminars | 4.01 | 0.825 | 1 |
| The laboratory creates a positive environment that helps improve knowledge sharing among talented employees | 4.00 | 0.876 | 2 |
| The laboratory has policies that encourage career development | 3.89 | 0.829 | 6 |
| The laboratory provides development opportunities for talented employees | 3.95 | 0.776 | 4 |
| **The overall mean and standard deviation of talent development** | **3.95** | **0.523** | |

Table 6 also demonstrates a low level of response dispersion concerning talent development in medical laboratories in Benghazi. This indicates a strong alignment in respondents' perceptions regarding the current state of talent development. The consistency in the arithmetic mean values further supports the notion of a shared perspective among participants. Overall, the findings suggest that the level of talent development, as perceived by the respondents, is high.

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Table 7 displays the participants' responses to items related to creativity within medical laboratories in Benghazi. The mean scores for creativity-related statements ranged from 3.67 to 4.04, with an overall mean of 3.94 on the five-point Likert scale, reflecting a high level of perceived creativity. The statement *"Rules and instructions are applied to suit the creators' requirements"* received the highest rating, with a mean of 4.04 above the overall average and a standard deviation of 0.935. In contrast, the statement *"Laboratory administration encourages innovation and creativity"* was ranked seventh, with a mean of 3.67, below the overall average, and a standard deviation of 0.996. Table 7 also indicates a low degree of variability in responses, suggesting a general agreement among respondents about the state of creativity in these laboratories. The close values of the arithmetic means further support this consensus. In general, creativity in medical laboratories in Benghazi was perceived as being at a high level by the study participants.

**Table 7 Arithmetic Means and Standard Deviations for Creativity in Medical Laboratories in Benghazi**

| Creativity | M | S.D | Importance of item |
|---|---|---|---|
| The laboratory has the skills to convince stakeholders in order to achieve the objectives | 3.96 | 0.856 | 5 |
| There is an interest in presenting new ideas for work, even if they were not previously applied | 3.86 | 0.839 | 6 |
| The laboratory is keen to suggest new ways to perform work | 4.00 | 0.831 | 3 |
| The laboratory seeks ideas that contribute to solving work problems | 4.00 | 0.913 | 3 |
| The laboratory seeks to provide an atmosphere that encourages employees to innovate and excel | 4.02 | 0.836 | 2 |
| Rules and instructions are applied to suit the creators' requirements | 4.04 | 0.935 | 1 |
| laboratory administration encourages innovation and creativity | 3.67 | 0.996 | 7 |
| **The overall mean and standard deviation of creativity** | **3.94** | **0.538** | |

Table 8 presents the responses of the study participants to statements concerning social responsibility in medical laboratories located in Benghazi. The mean scores for the items ranged from 3.79 to 4.13, with an overall average of 3.95 on the five-point Likert scale. These results indicate a high level of perceived social responsibility in the laboratories. The statement *"Social responsibility expresses the personal behaviors and values of department managers in*

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*the laboratory"* ranked first, with a mean of 4.13—above the total average—and a standard deviation of 0.809. Conversely, the statement *"The laboratory is keen to provide services that meet the needs of the community"* was ranked eighth, with a mean score of 3.79—below the overall average and a standard deviation of 0.893.

Moreover, the data in Table 8 show a low level of response variability, suggesting a strong degree of agreement among participants regarding the state of social responsibility. The closeness of the mean values further confirms this consistency. Overall, the findings reveal that the perception of social responsibility in medical laboratories in Benghazi is notably high from the viewpoint of the study sample.

**Table 8 Arithmetic Means and Standard Deviations for Social Responsibility in Medical Laboratories in Benghazi**

| Social Responsibility | M | S.D | Importance of item |
|---|---|---|---|
| The laboratory is keen to provide services that meet community needs | 3.79 | 0.893 | 8 |
| social responsibility expresses the personal behaviors and values of department managers in the laboratory | 4.13 | 0.809 | 1 |
| Officials implement decisions based on good morals and values | 3.95 | 0.794 | 3 |
| Managers have a sense of responsibility which is the biggest motivator for achieving goals | 4.02 | 0.774 | 2 |
| The laboratory considers employees' opinions and suggestions about activities and services | 3.87 | 0.904 | 6 |
| The laboratory incubates and develops projects adopted by community organizations | 3.84 | 0.863 | 7 |
| The laboratory participates in conferences and seminars in cooperation with community organizations | 3.91 | 0.893 | 5 |
| The laboratory refrains from doing any activity that contradicts the values and morals of society | 3.92 | 0.850 | 4 |
| **The overall mean and standard deviation of social responsibility** | **3.95** | **0.524** | |

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Table 9 summarizes the responses of the participants regarding statements related to service quality in medical laboratories in Benghazi. The mean scores for service quality items ranged from 3.33 to 4.17, with an overall average of 3.87 on the five-point Likert scale, indicating a generally high perception of service quality in these laboratories. The statement *"The laboratory is committed to providing its best services to achieve its objectives"* ranked highest, with a mean of 4.17—exceeding the overall average—and a standard deviation of 0.784. In contrast, the statement *"The laboratory provides all the technical requirements for developing services"* was ranked seventh, with the lowest mean score of 3.33 and a standard deviation of 1.006.

Additionally, Table 9 reveals a low level of variability in responses, reflecting a strong consensus among participants regarding the current state of service quality. The close alignment of mean values further supports this convergence of opinion. Overall, the findings suggest that the study sample perceives the quality of service in medical laboratories in Benghazi as high.

**Table 9 Arithmetic Means and Standard Deviations for Quality of Service in Medical Laboratories in Benghazi**

| Quality of Service | M | S.D | Importance of item |
|---|---|---|---|
| Senior management undertakes planning to improve service quality | 4.12 | 0.819 | 3 |
| The laboratory is committed to the quality of service in accordance with well-thought-out plans and programs | 4.00 | 0.851 | 4 |
| The laboratory interested in providing its best services in order to achieve its objectives | 4.17 | 0.784 | 1 |
| The laboratory strives to provide all necessary supplies for the staff | 4.14 | 0.798 | 2 |
| The laboratory has a high level of efficiency in providing health services | 3.72 | 0.949 | 6 |
| The laboratory contributes new ideas and suggestions that improve the quality of provided service | 3.73 | 0.950 | 5 |
| The laboratory provides all the technical requirements for developing services | 3.33 | 1.006 | 7 |
| **The overall mean and standard deviation of quality of service** | **3.87** | **0.502** | |

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**Hypotheses Testing**

H0: Talent management practices affect the organizational reputation of medical Laboratories in Benghazi.

To examine the impact of talent management practices specifically talent attraction, talent retention, and talent development on organizational reputation within medical laboratories in Benghazi, multiple regression analysis was conducted. Table 10 displays the results of this analysis. The findings reveal that talent management practices have a statistically significant effect on organizational reputation at the 0.05 significance level ($\alpha \leq 0.05$). The correlation coefficient (R) was 0.722, indicating a strong positive relationship, while the coefficient of determination ($R^2$) was 0.511. This suggests that approximately 51.1% of the variance in organizational reputation can be explained by changes in talent management practices. Additionally, the adjusted $R^2$ value of 0.515 indicates the proportion of variance in organizational reputation accounted for by talent management after adjusting for standard errors.

Further analysis of the regression coefficients showed that the beta (β) value for talent attraction was 0.301 and was statistically significant ($t = 4.667$, $p \leq 0.05$). Similarly, the beta coefficient for talent retention was also 0.301, with a corresponding t-value of 4.546, indicating significance. The beta coefficient for talent development was 0.235, supported by a t-value of 3.515, confirming its significant influence.

These results imply that a one-unit increase in each dimension of talent management corresponds to an increase in organizational reputation by 0.301 for talent attraction, 0.301 for talent retention, and 0.235 for talent development. The overall model's significance is supported by an F-value of 75.294 ($p \leq 0.05$), confirming the acceptance of the main hypothesis.

**Table 10 Multiple Regression Analysis Test Results for The Effect of Talent Management on Organizational Reputation in Medical Laboratories in Benghazi**

| D.V | Model summary | | | ANOVA | | | | Coefficients | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | R | $R^2$ | Adjusted $R^2$ | F | DF | | Sig* | β | | T | Sig* |
| **OR** | 0.722 | 0.522 | 0.515 | | regression | 3 | | TA | 0.301 | 4.667 | 0.000 |
| | | | | 75.294 | The rest | 207 | 0.000 | TR | 0.301 | 4.546 | 0.001 |
| | | | | | Total | 210 | | TD | 0.235 | 3.515 | 0.000 |

To examine the influence of talent management practices—namely talent attraction, talent retention, and talent development—on various dimensions of organizational reputation, the primary hypothesis was divided into three sub-hypotheses. The first sub-hypothesis is as follows:

**H01:** Talent management practices have a significant effect on creativity in medical laboratories in Benghazi.

To test this hypothesis, multiple regression analysis was applied to assess the impact of talent management components on creativity. Table 11 presents the results of this analysis. The findings indicate a statistically significant relationship between talent management and creativity at the 0.05 significance level ($\alpha \leq 0.05$). The correlation coefficient (R) was found to be 0.586, while the coefficient of determination ($R^2$) was 0.343, suggesting that approximately

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34.3% of the variation in creativity can be explained by changes in talent management practices. The adjusted $R^2$ value of 0.333 reflects the net explanatory power of talent management after accounting for standard errors. Regarding the individual predictors, the beta (β) coefficient for talent attraction was 0.279 and statistically significant ($t = 3.689$, $p \leq 0.05$). The beta for talent retention was 0.214, also significant ($t = 2.760$, $p \leq 0.05$), while talent development had a beta coefficient of 0.185 with a corresponding t-value of 2.358, indicating significance at the same level.

These results imply that a one-unit increase in talent attraction, retention, or development is associated with increases in creativity by 0.279, 0.214, and 0.185 units, respectively. The overall model significance was confirmed by an F-value of 36.018 ($p \leq 0.05$), supporting the acceptance of the first sub-hypothesis, which asserts that talent management significantly affects creativity in medical laboratories in Benghazi.

**Table 11 Multiple Regression Analysis Test Results for The Effect of Talent Management on Creativity in Medical Laboratories in Benghazi**

| D.V | Model summary | | | ANOVA | | | | Coefficients | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | R | $R^2$ | Adjusted $R^2$ | F | DF | | Sig* | β | | T | Sig* |
| **INN** | 0.586 | 0.343 | 0.333 | | regression | 3 | | TA | 0.279 | 3.689 | 0.000 |
| | | | | 36.018 | The rest | 207 | 0.000 | TR | 0.214 | 2.760 | 0.006 |
| | | | | | Total | 210 | | TD | 0.185 | 2.358 | 0.019 |

**$H0_2$:** Talent management practices affect the social responsibility of medical Laboratories in Benghazi.

To assess the impact of talent management practices—including talent attraction, retention, and development—on social responsibility, multiple regression analysis was employed. Table 12 summarizes the effect of these talent management dimensions on social responsibility within medical laboratories in Benghazi. The results revealed a statistically significant influence at the 0.05 significance level ($\alpha \leq 0.05$), with a correlation coefficient (R) of 0.636. The coefficient of determination ($R^2$) was 0.405, indicating that 40.5% of the variance in social responsibility can be attributed to changes in talent management practices. The adjusted $R^2$ value of 0.396 further reflects the model's explanatory power after adjusting for error variance.

Analysis of the regression coefficients showed that talent attraction had a beta (β) coefficient of 0.216, which was statistically significant ($t = 3.003$, $p \leq 0.05$). Talent retention also had a significant effect, with $\beta = 0.183$ and $t = 4.467$ ($p \leq 0.05$). Talent development demonstrated the strongest influence, with a beta coefficient of 0.334 and a corresponding t-value of 2.358, confirming its significance at the same level.

These findings suggest that a one-unit increase in the focus on talent attraction, retention, and development corresponds to increases in social responsibility by 0.216, 0.183, and 0.334 units, respectively. The overall model was confirmed to be significant by an F-value of 46.870 ($p \leq 0.05$), thereby supporting the acceptance of the second sub-hypothesis. This sub-hypothesis states that talent management practices significantly affect social responsibility in medical laboratories in Benghazi.

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**Table 12 Multiple Regression Analysis Test Results for The Effect of Talent Management on Social Responsibility in Medical Laboratories in Benghazi**

| D.V | Model summary | | | ANOVA | | | | Coefficients | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | R | $R^2$ | Adjusted $R^2$ | F | DF | | Sig* | β | | T | Sig* |
| **SR** | 0.636 | 0.405 | 0.396 | | regression | 3 | | TA | 0.216 | 3.003 | 0.003 |
| | | | | 46.870 | The rest | 207 | 0.000 | TR | 0.183 | 2.473 | 0.014 |
| | | | | | Total | 210 | | TD | 0.334 | 4.467 | 0.000 |

**$H0_3$:** Talent management practices affect service quality of medical Laboratories in Benghazi.

To examine the influence of talent management practices—specifically talent attraction and talent retention—on service quality, multiple regression analysis was utilized. Table 13 summarizes the impact of these dimensions of talent management on service quality in medical laboratories in Benghazi. The analysis revealed a statistically significant relationship at the 0.05 significance level ($\alpha \leq 0.05$), with a correlation coefficient (R) of 0.594. The coefficient of determination ($R^2$) was 0.353, indicating that 35.3% of the variation in service quality can be explained by changes in talent management practices. The adjusted $R^2$ value of 0.343 confirms the model's explanatory strength after accounting for error variance.

The regression coefficients indicated that talent attraction had a beta (β) coefficient of 0.258, which was statistically significant ($t = 3.431$, $p \leq 0.05$). Talent retention exhibited an even stronger effect, with $\beta = 0.361$ and a t-value of 4.680 ($p \leq 0.05$). These findings suggest that a one-unit increase in talent attraction and retention corresponds to increases in service quality by 0.258 and 0.361 units, respectively. The overall model significance was supported by an F-value of 37.613 ($p \leq 0.05$), thereby validating the third sub-hypothesis, which states that talent management (talent attraction and retention) significantly influences service quality in medical laboratories in Benghazi.

**Table 13 Multiple Regression Analysis Test Results for The Effect of Talent Management on Service Quality in Medical Laboratories in Benghazi**

| D.V | Model summary | | | ANOVA | | | | Coefficients | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | R | $R^2$ | Adjusted $R^2$ | F | DF | | Sig* | β | | T | Sig* |
| **SQ** | 0.594 | 0.353 | 0.343 | | regression | 3 | | TA | 0.258 | 3.431 | 0.001 |
| | | | | 37.613 | The rest | 207 | 0.000 | TR | 0.361 | 4.680 | 0.000 |
| | | | | | Total | 210 | | TD | 0.055 | 0.704 | 0.482 |

**Recommendations and Future Directions**

Drawing from the results of this study, the following recommendations are proposed. Studying talent management in medical laboratories is particularly significant in Libya's healthcare environment due to ongoing workforce shortages and skills gaps, as laboratories play a vital role in diagnostic accuracy and overall healthcare quality. These suggestions target two groups: the management teams of the surveyed medical laboratories and researchers or students specializing in business administration.

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**Practical Recommendations for Laboratory Management**

1. Prioritize Talent Management: Recognize the critical role that effective talent management plays in strengthening the laboratory's reputation and enhancing its public image among key stakeholders.
2. Develop Strategic Talent Acquisition Plans: Design and implement comprehensive strategies for attracting skilled and creative professionals, thereby positioning the laboratory competitively and minimizing the risk of losing valuable talent to rival institutions.
3. Implement Career Development Policies: Establish policies that support continuous professional growth and career advancement to nurture talents systematically and align their skills with the laboratory's evolving needs.
4. Assess and Align Human Capital: Regularly evaluate existing staff competencies to ensure alignment with both current operations and future demands. Offer equitable opportunities for advancement based on merit and demonstrated capabilities.
5. Foster Employee Support and Trust: Promote a supportive work environment that safeguards employee rights and provides assistance as needed. Strengthening this trust is essential, especially given the moderate levels found in these areas within the study.
6. Encourage Innovation and Creativity: Cultivate a workplace atmosphere that values new ideas and innovative thinking. This approach will not only enhance service quality but also boost employee motivation.
7. Enhance Community-Centered Services: Ensure that service offerings reflect the diverse needs of the community, thereby reinforcing the laboratory's commitment to social responsibility.
8. Upgrade Technical Infrastructure: Invest in advanced technology and continuously update service systems to improve efficiency, elevate customer satisfaction, and solidify the laboratory's reputation.

**Suggestions for Future Research**

In light of the growing emphasis on organizational reputation as a strategic asset for sustainability and competitive edge, further studies could explore:

1. Reputation Management Practices: Investigate how organizations manage their reputations, examining the effects on overall performance, sustainability efforts, and talent retention strategies.
2. Role of Marketing and Communication: Analyze the influence of marketing initiatives and internal/external communication on enhancing organizational reputation.

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