

THE IMPACT OF TALENT MANAGEMENT ON ENTREPRENEURSHIP AT PRINCESS BASMA TEACHING HOSPITAL

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ABSTRACT

This study aimed to investigate the impact of talent management on entrepreneurship at Princess Basma Teaching Hospital in Jordan. Talent management consisted of four dimensions: talent attraction, talent development, talent retention and talent performance management. Entrepreneurship consisted of four dimensions: aggressive competition, proactivity, risk taking and innovation. The study was conducted on a sample of 113 employees in the hospital. To achieve study objectives, the quantitative descriptive approach was used, through simple and multiple linear regression coefficient.

The study concluded that there is a medium level of talent management and the same for entrepreneurship in the hospital, and that there is a significant impact of talent management on entrepreneurship, and talent management has a significant impact on aggressive competition, proactivity, risk taking and innovation.

The study recommended increasing the hospital management's interest in retaining talents, in addition to reviewing the criteria for evaluating the performance of talents, and identifying their needs for the purpose of developing them.

Keywords: Talent management, Entrepreneurship, Talent attraction, Innovation, Hospitals, Jordan.

INTRODUCTION

Today's business organizations live in an era of competitive strategies in which they exert their maximum energy of thought and action to coordinate between the requirements of the administrative process and development and renewal strategies with the aim of growth and survival in the business field, and improving the quality of performance within the framework of new developments and at all internal and external levels. Given that globalization has led to raising the level of competition between organizations, and due to the shortage of talent, it has become necessary to adopt effective practices, so that organizations can keep pace with developments and remain in the business world and achieve their strategic goals, as talent management is considered the strategic integration of providing resources and development at the international level, which dates back to the nineties to the pioneering study "The War for Talent" conducted by McKinsey. As a result, talent acquisition, management, attraction, retention and development have become common terms among the human resources management community (Liu, 2019). Talent management is a concept that is evolving and developing across academia and management practices. Talent management has gained a foothold in organizational life because senior leaders see attracting, developing and retaining their top employees as critical, and it is an increasing challenge in the business world as one of

the top priorities on the agendas of CEOs and senior officials. Talent shortages have been a widespread problem in both the developed and emerging worlds (McDonnel & Wiblen, 2021).

Entrepreneurship plays a major role in promoting economic development. It is considered a panacea for solving national and local development issues, creating new sources of income and competitive advantage, providing products, and enabling entrepreneurs to generate wealth, employment and exploit opportunities, which helps stimulate economic, technological and social progress (Wright & Westhead, 2013, 1-2). For all of the above, this study came to reveal the impact of talent management on entrepreneurship at Princess Basma Teaching Hospital.

Study Problem and Questions

The problem of the study lies in leadership, as in light of what business organizations are experiencing today in an unstable environment and in a state of uncertainty and in a state of fierce competition, many developments have emerged in various sectors, including the hospital sector, and despite the many positives of these developments, hospitals still suffer from some problems that have arisen from these developments. Entrepreneurship comes as a lifeline for this sector through innovation and proactivity, and studying the factors that affect it in order to control it and create an environment that helps in keeping pace with developments and continuing towards progress and prosperity, and talent management can work by attracting, developing, maintaining and managing talents to protect, support and advance the sector. Based on the above, the problem of the study revolves around the following questions:

1. What is the impact of talent management on entrepreneurship at Princess Basma Teaching Hospital?
2. What is the level of interest in talent management at Princess Basma Teaching Hospital?
3. What is the level of interest in entrepreneurship at Princess Basma Teaching Hospital?

Study Importance

The importance of the study comes in the following:

Scientific importance: The scientific importance of this study is evident in that it focused on deepening the theoretical concepts related to talent management in terms of attracting, developing, retaining, and managing their performance and the impact of that on entrepreneurship in terms of intense competition, proactivity, risk-taking, and innovation in business at Princess Basma Teaching Hospital, where the researchers hopes that the study will pave the way for benefiting researchers later with what it will add in theoretical literature, and the study will also contribute to Jordanian and Arab studies and to global studies in general by presenting a future vision and creating a new culture and knowledge, since talent management is important in entrepreneurship in hospitals that serves the process of achieving goals in the work environment as a whole, and thus filling some of the gaps in the Arab library about these concepts through the simple and modest effort that the researchers will make to enrich the Arab library.

Practical importance: The importance of the applied study is achieved through the results and recommendations that this study will reach, and what is related to the study concepts represented by the dimensions of talent management, and the dimensions of entrepreneurship in Princess Basma Teaching Hospital, which gives it practical importance through linking the variables and the fact that talent management and leadership require many skills and also undergoing many interactions at work within hospitals due to its role in achieving work goals.

The importance of the practical study is also evident in that it will reveal the impact of talent management on entrepreneurship in Princess Basma Teaching Hospital, as it is a fundamental pillar of the health sector, and also with its good capabilities that work side by side with government and private hospitals, all of which aim to achieve entrepreneurship and develop society as a whole.

Study Objectives

The study seeks to achieve the following objectives:

1. Identify the level of interest in talent management and entrepreneurship at Princess Basma Teaching Hospital.
2. Identify the impact of talent management on entrepreneurship at Princess Basma Teaching Hospital.

THEORETICAL FRAMEWORK

Talent Management

Talent expresses a person's overall ability to make an impact, and the set of knowledge, skills, abilities, personal traits, values, and interests that enable the individual to perform the job effectively, and contribute widely to the organization's effectiveness, strategies, and culture. It is an intangible and flexible resource, which makes it of strategic value. Talent may exist individually or within groups (Ployhart et al., 2018, 1). Collings et al. (2017, 4- 25) see talent management as the process by which organizations achieve and meet their needs for talent in strategic jobs. It is also the identification of key positions that contribute to achieving the organization's sustainable competitive advantage in a different way, developing a talent pool of high-potential and high-performance job holders to fill these roles, and developing a distinguished human resources structure to achieve and facilitate the filling of these positions with competent occupants, and ensuring their continued commitment to the organization. According to Jooss (2021, 1), talent management is one of the fastest growing research areas in business and management. Talent management has now become a recognized strategic priority as a dynamic capability that can enhance organizational resilience and a key driver of organizational performance, building and maintaining a strong talent pool to compete in a complex and competitive global market. Dessler (2016, 96) sees talent management as a comprehensive, integrated, results-oriented planning process for recruitment, management selection and compensation of employees. It is a comprehensive process that uses the human skills, knowledge, behaviors and competencies profile required to formulate job-specific recruitment plans and make selection, training, evaluation and employee compensation decisions. According to Ayad et al. (2017, 1-3) Talent management is a clearly defined and organized administrative path whose main goal is to provide human capacity that contributes to performance and value creation for the company, in terms of skills management, the ability to perform business and administrative work well, and how employees enhance their capabilities by relying mainly on behavior in order to reach a competitive advantage in the market.

Effective talent management is absolutely essential for organizational sustainability and competitive advantage, and one of the necessary issues in the business world, and has gained a greater strategic role within institutions to survive in the dynamic and competitive environment and for the need for organizations to excel and continuously perform better than their competitors, and includes attracting distinguished employees, and retaining them as a critical determinant of growth and success (Thunnissen & Gallardo, 2017, 2). Armstrong (1992/2020,

182) believes that talent management strategies deal with the processes required to ensure that the organization attracts, retains, motivates, and develops individuals who possess the talents it needs. It is sometimes assumed that talent management is only concerned with individuals with high capabilities, but each person in the organization has his or her own talent and the talent management process should not be limited to the favored few. Many researchers have addressed the concept of talent management as being based on a conceptual structure with multiple dimensions. Based on previous studies, the researcher adopted the dimensions of talent management according to what most studies have addressed, which are: attracting talent, retaining talent, developing talent, and managing talent performance.

1. Talent attraction: The concept of talent attraction refers to the ability of organizations to use modern methods to be more proactive in direct communication with recruiters and candidates, and to have greater control over attracting and employing exceptional talent by building their internal teams or using companies specialized in outsourcing the recruitment process ((Dinnen & Alder, 2017, 16. From Janson's point of view (2024, 1-6), good work in the field of human resources always aims to attract and retain the best employees in the organization, and that managers must constantly search for effective ways to motivate their employees and teams and increase performance, encourage employees to achieve high performance, communicate a clear vision and goals to put their teams on the right track, and be able to know the strengths and weaknesses of individuals to use them to create a sense of satisfaction, and train employees in their field of specialization is essential to build trust and respect between them, and the ability to balance their sensitivity and empathy by understanding and respecting the feelings and needs of their employees, which enables them to create a positive work environment, and increase employee engagement And motivate them.

2. Talent development: Talent development and growth represent some ambiguity and can be defined in two different ways: the first way is individual development, which relates to how a person develops a unique set of personal, cognitive, emotional or motivational traits through developmental and social interaction with the surrounding environment, and the second way is human development, which means nurturing and educating human abilities and tendencies with systematic cultural and institutional support, and human development includes a clear cultural dimension that is affected by a myriad of institutions, tools and social resources (Dai, 2023, 35).

While Vital et al. (2020, 1-3) Talent development has many definitions and varies by country, culture, industry, organizational strategy, and the responsibilities of the people who practice it. For some, talent development is an important tool for unleashing human potential, and for others, it is a set of practical capabilities to drive organizational performance, productivity, and results. It is a fundamental mechanism for driving organizational performance, productivity, and results by creating processes, systems, and frameworks that enhance learning to maximize individual performance with business leaders to align development activities with business priorities, strategy, business goals, and results, and to focus on developing performance through training and continuous education in the workplace by using the best methods and improving the learning environment.

3. Retaining talent: The concept of talent retention refers to the ability of leaders to retain talent by creating a permanent and attractive work environment that encourages talented employees to stay and grow within the organization, their commitment to the professional development and well-being of their team members, promoting a culture of retention and loyalty within their team, listening to them effectively and empathizing with them, which helps build

trust and familiarity between them, recognizing their feelings to understand, identify and solve their problems clearly, resolving conflicts and disputes, respecting cultural diversity among them, and being flexible in work arrangements and creating development opportunities to retain them (Assey, 2024, 7). Retaining talent of all ages is critical to the success of companies and the economy in general. Excessive employee turnover is costly to employers and workers, especially those with experience. It emphasizes the importance of taking more measures to improve employee retention, by promoting better working conditions, increasing investments in training, and addressing difficulties in stopping work. Employers must identify key and general policies that can support increased employee retention by improving working conditions, training, and occupational health and safety (Aitken et al., 2023, 3).

4. Talent performance management: Talent performance management refers to the ability of organizations to use management practices rooted in merit and professional competence, and to focus on hiring the right people, setting goals, and the ability to manage employees through the skills they possess, and how to employ them to be more important to increase productivity (Ibraiz, 2022, 116). Turner (2018, 9-10) believes that talent management is a set of task-related activities of talent planning, talent development, talent retention, and relationship activities such as engaging executives and talented people themselves in organizations around the world within parameters that are useful and can be implemented in their unique contexts. Talent management reflects the organization's ability to transform challenges into opportunities for innovation and creativity to achieve the long-term success of the company, and it is an enabling mechanism and tool for the long-term success of the company through administrative recruitment, training and development, performance evaluation, compensation, labor relations, and career development for future managers that should be better explored and understood in culturally, historically, and economically diverse environments (Latukha, 2018, 5).

Entrepreneurship

The concept of entrepreneurship refers to the process through which the economy moves forward by creating creative and innovative change, the ability to identify and exploit opportunities, mobilize resources, and meet a perceived need within the market by being alert to discover opportunities for new innovative products, processes, or markets (Mazzarol & Reboud, 2020, 13-14). Moreira and Dantas (2021, 375) see that regardless of the emergence of the concept of entrepreneurship in the eighteenth century, which has its roots in the French economy, studies reappeared with some intensity in the seventies, and at that stage the importance of this phenomenon within national economies was emphasized, and interest in the form and function performed by the entrepreneur, and that the concept of entrepreneurship assumes centrality in order to explain economic development and economic cycles, and the entrepreneur was considered as a factor that initiates changes and defines and generates new opportunities, and in the nineties of the twentieth century the introduction of innovation as a fundamental aspect of economic development played a dominant role, and technology and information technology were also integrated into products and production processes, and in the eleventh century another concept of the phenomenon of entrepreneurship emerged as a way of thinking and working obsessed with opportunities, and as an activity aimed at increasing wealth, and putting individuals to create new businesses and initiatives or organize existing companies. Ratten (2020, 2) sees entrepreneurship as the resource, process, and state through which highly capable and effective individuals exploit positive opportunities in the market to generate individual or

social value, and search for opportunities within organizations as a means of building a competitive advantage in the market and the need for an innovative and creative perspective to enable organizations to adapt to the changing global business environment. Researchers see entrepreneurship as a multidimensional concept, and they may almost agree on defining its dimensions in fierce competition, proactivity, risk-taking, and innovation.

1. Aggressive competition: With the acceleration of economic globalization, advanced technology and productivity are rapidly flowing around the world, and new market opportunities are emerging. Meanwhile, competition between companies has become increasingly fierce, and how to obtain a sustainable competitive advantage to face the increasingly fierce competition in the market has become a popular topic of interest to all academic circles and industry. It also provides the material basis and strategic options for the company to develop new resources and markets, and ensures the maintenance of a strong competitive position and competitive advantage over a long period, in order to respond to competitive requirements and achieve strategic goals (Liu et al., 2023, 63).

Nzioka (2022, 75) describes fierce competition as the ability of business organizations to move quickly to secure their financial and market positions, and to rely more on their distinct internal strengths to provide more added value to customers, strong differentiation and scalability, and for the strategy to move from competing for product leadership to competing for cost leadership.

2. Proactivity: Brege (2020, 26-27) indicates that proactivity expresses the relative tendency to bring about environmental change and take the initiative to improve conditions or create new conditions and challenge the current situation instead of passively adapting to current conditions, actively searching for information and opportunities to improve things and not passively waiting for information and opportunities to arrive, and it is a behavior that focuses on taking the initiative instead of waiting and looking to the future instead of staying in the present, and then taking the necessary measures to bring about change that can create the future.

Corbett (2021, 147) believes that proactivity is the organization's behavior in searching for opportunities, looking forward and seeking to develop and provide new products or services before its competitors, anticipating future demand and the tendency to identify and seize market opportunities in order to improve its competitive position and shape its environment proactively.

3. Risk-taking: Risk-taking involves taking bold actions by venturing into the unknown, assuming heavily, or committing large refinancings to projects in uncertain environments (Das, 2020, 6). According to Alareeni and Hamdan (2022, 941), risk-taking is the degree to which an individual is vulnerable to escaping or facing risks, and risk-taking leads to the desire to exploit opportunities in decision-making and is considered a critical element in entrepreneurship.

Wu et al. (2022, 102) indicate that risk-taking refers to the degree to which managers are inclined to commit boldly and riskily all resources, the organization's willingness to take risks in order to pursue a suitable opportunity, and the degree of willingness to invest a lot of resources in situations of uncertainty and new projects.

4. Innovation: Innovation is a multi-stage process through which organizations transform ideas into new and improved products, services, or processes in order to advance, compete, and excel successfully in their markets. Innovation can be an individual act rather than a collective effort (Garbuio & Dressel, 2020, 8). Szutowski (2016) believes that the idea of innovation stems from the Latin word "Innovatio", which means renewal and change. It is a new method, idea, or product, and the process of applying positive and new ideas in the practice of

workers by producing a new or significantly changed product, or opening a new market, obtaining a new source of supply of raw materials and semi-finished goods, or introducing a new structure to the industry, or applying a new method of production that has not been used in the industry before. As for (2019, 1-2). Lugum et al., they indicated that it is a vague term that refers to anything that has not been done before, and finding new visions and new ideas that can be used to solve problems and the ability to create demand in the market that did not exist before.

The Relationship Between Talent Management and Entrepreneurship

Some researchers have tested the impact of talent management on entrepreneurship, such as the study of Abu Hantash and Al-Hanandeh (2022), which aimed to identify the impact of talent management strategies on entrepreneurship, and to know the extent of interest in entrepreneurship, and the level of practice of talent management strategies in the Jordanian telecommunications sector, which concluded that there is a significant impact of talent management strategies in its dimensions (attracting talents, selecting talents, developing talents, and retaining talents) on entrepreneurship in its dimensions (independence, creativity, proactivity, and risk tolerance).

The aim of Othman's study (2022) was to examine and monitor the role of talent management in achieving strategic entrepreneurship, and the study concluded that there is a significant direct correlation between talent management and achieving strategic entrepreneurship, as these organizations' pursuit of achieving strategic entrepreneurship requires the commitment of leaders and human resources managers in the organization to spreading and applying the culture of talent management, caring for talented employees, developing their capabilities, adhering to the organization's strategic plan, and adopting it as a developmental approach to achieving strategic entrepreneurship.

In Chukwemeka's (2020) study, which aimed to explore the impact of talent management on entrepreneurship in automotive companies in Nnewi-Anambier State, the study found that there was a statistically significant impact of talent management on entrepreneurship in the company. The results of the study also indicated that there was a statistically significant impact of the dimensions of talent management (attracting talents, developing talents) on entrepreneurship sustainability. The company achieved profits as a result of improving the pool of talented employees that it was able to attract and develop, and that attracting talents helped the company produce environmentally friendly products, and that the company achieved a balance between profit, social justice, environmental flexibility, keeping pace with developments, and the ability to compete.

Study Hypotheses

Ho1: There is a significant impact of talent management on entrepreneurship at Princess Basma Teaching Hospital.

Ho2: There is a significant impact of talent management on aggressive competition at Princess Basma Teaching Hospital.

Ho3: There is a significant impact of talent management on proactivity at Princess Basma Teaching Hospital.

Ho4: There is a significant impact of talent management on risk taking at Princess Basma Teaching Hospital.

Ho5: There is a significant impact of talent management on innovation at Princess Basma Teaching Hospital.

METHODOLOGY

Study population and sample

The study population consisted of all employees at Princess Basma Teaching Hospital, numbering (1200) employees. The researchers relied on a simple random sample to collect data. After distributing the electronic questionnaire, 113 questionnaires were retrieved and used in the study.

Study Tool

The study tool was the questionnaire that the researchers developed in accordance with the nature of the study and its variables. The questionnaire contained the following parts:

Part one: Contains the demographic variables of the study sample members, including: sex, age, education, and experience.

Part two: Includes the items that measure the independent variable represented by talent management at Princess Basma Teaching Hospital, which includes the following dimensions: attracting talents, developing talents, retaining talents, and managing talent performance. The number of items for this variable reached 20 items, with 5 items for each dimension.

Part three: It included items that measured the dependent variable, which is entrepreneurship, with its dimensions of aggressive competition, proactivity, risk-taking, and innovation. The number of items for this variable reached 20 items, with 5 paragraphs for each dimension.

RESULTS

Table 1 shows that the majority of study sample were females at 59.3%, while males represented 40.7%. In terms of age, the most frequently occurring age group was 40-less than 50 years at 42.5%. As for the academic qualification, the majority were bachelor's degree holders at 76.1%. As for experience, most of the sample members had 5 years of experience or less.

Variable	Frequency	Percentage
Sex		
Male	46	40.7
Female	67	59.3
Age		
Less than 30	28	24.8
30- less than 40	35	31
40 - less than 50	48	42.4
50 and more	2	1.8
Education		
Bachelor's	86	76.1
Master's	22	19.5
PhD	5	4.4
Experience		
less than 5	37	32.7
10- less than 15	25	22.1
15- less than 20	22	19.5
20 and more	29	25.7

After conducting the descriptive analysis of the study data as in Table 2, the results of the analysis showed that all dimensions of talent management and entrepreneurship, came at an average level, the highest for attracting talent with an arithmetic mean of 2.80 and a standard deviation of 0.85, and the lowest for retaining talent with an arithmetic mean of 2.45 and a standard deviation of 0.93. As for the reliability coefficient, the results indicated that all Cronbach's alpha values were greater than 0.70, which indicates the stability of the study scales (Sekaran & Bougie, 2016, 289).

Dimension	Items	Alpha	Mean	Std. deviation
Talent attraction	5	0.87	2.80	0.70
Talent development	5	0.85	2.56	0.68
Talent retention	5	0.92	2.45	0.84
Talent performance management	5	0.88	2.60	0.78
Aggressive competition	5	0.85	2.61	0.57
Proactive	5	0.89	2.57	0.60
Risk taking	5	0.85	2.55	0.59
Innovation	4	0.87	2.57	0.66

H1 was analyzed by multiple linear regression coefficient and the results of the analysis are shown in Table 3, which indicate that there is a significant impact of talent management on

entrepreneurship, as the value of $R^2=0.84$ and the value of $F=144.22$ with a significance level of $Sig.=0.00$. As for the dimensions of talent management, two of them were significant, which are talent attraction and talent performance management, while talent development and talent retention were not significant.

Variable	B	T	Sig.
Talent attracting	0.24	3.84	0.00
Talent developing	0.15	1.88	0.06
Talent retention	0.11	1.46	0.15
Talent performance managing	0.40	5.29	0.00
	$R^2=0.84$	$F=144.22$	$Sig.=0.00$

Hypotheses H2, H3, H4, and H5 were analyzed using simple linear regression. The results shown in Table 4 indicate that there is a significant impact of talent management on aggressive competition with an explanation percentage of 0.68. Significant impact of talent management on proactivity with an explanation percentage of 0.75. Significant impact of talent management on risk taking with an impact percentage of 0.74. Significant impact of talent management on innovation with an explanation percentage of 0.75.

Hypothesis	R²	B	F	Sig.
H2	0.68	0.8	236.7	0.00
H3	0.75	0.95	333.3	0.00
H4	0.74	0.89	308.72	0.00
H5	0.75	0.96	289.63	0.00

DISCUSSION

This study was concerned with testing the impact of talent management on entrepreneurship at Princess Basma Teaching Hospital. The study results indicated that there is an medium level of talent management, which means that the hospital management gives medium attention to attracting talents and encouraging them to work in it, in addition to the management's timid attempts to involve talents in training courses to increase their skills, and the lack of their involvement in decision-making, as well as the lack of feedback that talents receive, and the lack of focus on performance evaluation criteria on the innovations provided by talents.

As for entrepreneurship, the results of descriptive analysis indicated that there is an medium level for the items of this variable, as the hospital does not give appropriate attention to the modifications made by competitors to the services provided, and the lack of desire for the

hospital to be among the first to provide new types of services, due to the lack of desire to take risks and make bold decisions, which is reflected in the lack of striving to implement new ideas.

Study results showed that there is a significant impact of talent management on entrepreneurship. The interest in searching for talented people, encouraging them to work in the hospital, developing them, rewarding them, providing them with a suitable environment, and properly evaluating their capabilities is positively reflected in their contribution to implementing new ideas and enables them to accomplish their job duties in a proactive manner, increasing their desire to perform high-risk work, providing the appropriate environment for maturing the work associated with new initiatives. The results also showed that there is a significant impact of talent management in aggressive competition, meaning that interest in talented people helps the hospital make all adjustments to its services in order to excel over competitors and be in an advanced position in providing service to customers.

The talented help the hospital think about carrying out activities in a pioneering manner, which makes the hospital at the forefront of the sector in providing services. The talented seek to reach innovative solutions, and giving the talented the freedom to make decisions reflects positively on providing everything new. The presence of employees and providing them with a suitable environment makes them more capable of continuous development and searching for new ways to provide services.

RECOMMENDATIONS

- Increase the hospital management's interest in retaining talented people by providing appropriate rewards, taking their opinions into consideration and considering them as partners in the planning process, making the work environment more suitable for honing their talents, and providing them with the necessary resources that facilitate the completion of their work to ensure their survival.
- The hospital management should review the performance evaluation criteria and make them more innovation-based, and the performance evaluation process should be regular, and provide feedback to the talented and present their capabilities in the right way.
- Increase the hospital management's interest in developing the talented by sending them to study, in addition to organizing training courses to develop them, and identifying their training needs.
- Increase the hospital management's interest in developing appropriate procedures for attracting talented people, selecting talented people from among job applicants, searching for them in other hospitals and encouraging them to work in it, in addition to adopting various sources to obtain talented people.
- The hospital management should be more daring to use innovative solutions and give employees greater freedom in making decisions.
- The management should be more challenging to cases of uncertainty, and support the pioneering work of its employees.

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