Nurturing Talent: Unraveling the Impact of Employee Well-Being on Acquisition and Retention in Lebanon's Workforce

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Abstracts

This study seeks to understand the complex relationship between mental health and recruitment and retention of employees in Lebanon focusing on the effects of COVID-19, cultural norms and economic instability. Being a quantitative method that embraced positivism and objectivism with a deductive research approach, the study used survey research to gather data from 401 participants from Lebanese organizations. Using correlation and regression equations through SPSS, the study revealed strong positive relationships among the variables, which underlined the key elements of relation with supervisors and coworker to have significant influence on talent attraction and retention. Thus, the nature of work was found to be effective as an attraction factor, while its influence on retention was less profound; burnout did not affect either attraction or retention. These findings hold important implications for the leadership of organizations seeking to optimize performance, minimize turnover costs, and sustain competitive advantage by promoting workplace equality and health in the particular Lebanese context.

Keywords: Mental Health, Talent Acquisition, Talent Retention, Workplace Relationships, Nature of Work, Burnout.

Introduction

The citizens of Lebanon have experienced trauma, anxiety and/or depression due to the COVID-19 pandemic, according to the findings of the survey. Unfortunately, the need for this support cannot be any more pressing than it is in Lebanon today, and as you know this issue is typically a taboo topic to discuss in any society (da Cunha, 2023). Mental health illnesses include behavioral, thinking, or emotional disorders that create discomfort or prevent performance of duties at work, in the community, or at home (American Psychological Association, 2018). When it comes to work, mental health problems may result in truancy, reduced efficiency levels, and high attrition rates that could harm a company (Hopkins et al. , 2023).

From the perspective of the employers, talent attraction is one of the key forces towards employees generation and organizational performance (Heyn et al. , 2023). However, given that mental health discussions are still unpopular in Lebanese culture, it may not be easy for employers to encourage their people to advocate for mental health programs that create a pool of talented employees and ensure that they remain committed to their organizations (Farran, 2021). Workplace mental health has recently been established as being very significant as more people are becoming aware of the severity of mental well-being to employees as well as organizations (Ambhore & Ofori, 2023).

Employee well-being is becoming a key consideration, and it can clearly be stated that the issue of mental health is now well and truly on the radar. This in turn will hamper the productivity levels within organizations as per poorer mental health results a) attract higher levels of absenteeism b) translate to lower levels of productivity among employees and c) increase overall healthcare expenditures in organizations (Abolnasser et al. , 2023). Overall, the publication argues that practicing good mental health can help organizations obtain substantial economic gains due to increased performance and lower staff turnover (Tunga, 2021). Previous employee relations acts and other workplace laws included provisions for working environments that should not pose a risk to their mental health and not addressing mental health issues in the workplace can also open the door to potential legal cases.

Preventions implemented at workplace try to eradicate discrimination related to mental health through addressing and promoting accepting dynamics (Mishina & Eino, 2023). The COVID-19 epidemic thus accelerated the process of introducing flexible work models, including remote working and mindfulness that can positively impact mental health (Antonova, 2023; Hibrida, 2023). Mental health awareness for the managers and employees is investing on with the purpose of combating stigma, enhancing understanding on mental health issues and learning how to identify those affected and assist them (Nestor et al . , 2023).

Significance of the Research

In Lebanon, this research targets to explore the impact of mental health on recruitment and employees' turnover where political and economic issues are a concern. The staff turnover, as a result of efforts aimed at culturally appropriate mental health interventions, is highly valued and has an impact on the staff's decisions regarding quitting. The knowledge of these effects creates awareness on the employees' perception of the company-provided mental health services and how they are influenced concerning their opinions. Last, the results contribute to the future objectives of research and help organizations to enhance the climate for everyone (Eckhart et al., 2019). Thus, the research offers valuable findings for Lebanese organizations as to the relationship between mental health and both talent attraction and talent retention, and the applicable tips on implementing the effective mental health policies. Knowledge of such patterns assists in increasing the effectiveness of the organization, decreasing the cost of turnover, and enhancing competitiveness in the labor market.

Purpose of the Research

This study seeks to establish the correlation between mental health of employees and the capacity of firms to attract and retain talented employees. In light of the above discussion, the main

research hypothesis of this study is: There is a significant correlation between positive employee mental health and organizational talent acquisition and retention. The research delves into several sub-questions which are as follows: (1) In what ways does the relationship with supervisors affect talent attraction?(2) What is the role of supervisors in talent retention?Finally, the third research question aims at understanding how the relationship with coworkers affects talent attraction. (3) How is the relationship with coworkers affecting talent retention?Talent attraction question four: (4) How can the nature of work influence talent attraction?They correlate to the following questions: (5) The nature of work and talent retention. What is the relationship between burnout and talent attraction?(7) Relationship between burnout and talent management.

Literature Review

Theoretical Background

Employee Mental Health

Mental health is an important component of the person that affects his/her work productivity, organizational behavior, and involvement (Lee & Kim, 2023). It is not an isolated entity; rather it forms a part of an organism's personality as per the hierarchy of needs formulated by Maslow. According to Maslow (1968), before growth can occur, every person has fundamental psychological needs that must be met, which include food, water, warmth, shelter, sex, love, friendships, recognition, empathetic audience, and safety from physical and psychological harm.

According to the source, mental health is the ability of a human person to engage and maintain interpersonal relations effectively, perform relevant roles in society, sustain optimal coping mechanisms, recognize and express adaptive behavior and thought patterns, and exercise effective control and regulation of mood and emotions such as sadness. Mental health provides persons with feelings of worth and control over the challenges that they may face in life, together with awareness of self as well as other forces.

The National Institutes of Health stresses the importance of mental health care in general stating that it is not only crucial to have a sound mental health for a wellbeing, but also as a key factor of physical health. Mental disorders like depression may further predispose individuals to acquire different CHD, especially long-term illnesses, including Diabetes, heart diseases, and stroke. Similarly, the existence of persistent physical health disorders can also increase the propensity of developing mental health issues. In this correlation between mental and physical health, it is made clear that mental and physical are intertwined, and are influenced by each other (National Collaborating Centre for Mental Health, 2011).

According to the World Health Organization (WHO), mental health refers to the optimal state of psychological functioning that enables one to thrive, cope with adversity, realize his or her full potential, and thrive academically and professionally, as well as socially. Mental health, therefore, is not an ideal or a luxury, but a right, which is a basis of individual, community and socio-economic development. The understanding that mental health is one of the fundamental human rights increases the focus on creating conditions for psychological comfort and providing

relevant services to improve individual and collective quality of life and development of nations (Galderisi et al. , 2015).

The concept of mental health is closely linked to cognition and emotions that define the individual and have a significant impact on one's attitude toward life. This mental state greatly defines an individual's ability to manage and cope with adversity (Hammond, 2004). In addition to the individual quality of life, mental health is crucial in an individual's capacity to perform efficiently, to attain goals, and to participate fully in family responsibilities, job, community and social relations with friends and acquaintances (Berry & Worthington Jr. , 2001).

Mental health at work is an important area in the workplace because it focuses on the psychological, emotional, and social health of the workers at their place of work (Martin et al. , 2016). A healthy workplace culture respects the overall importance of mental well-being and does not reduce it to the lack of mental disorder, encouraging employees to interact positively with themselves and their colleagues, thus contributing to the success of organizations.

Currently, more than fifty percent of the world's population participates in the international economy, and a significant 15% of adults of working age suffer from mental illnesses. These mental health conditions could influence an individual in several ways concerning professional wellness consisting of self-confidence, professional role, work output, punctuality and capacity to obtain and sustain a job stably. However, the consequences of mental health conditions are not restricted to the personal domain, influencing not only the patient and his/her family, caregivers, or co-workers, but also communities and society. Hence, dealing with mental health issues in work environments is more than a concern of health concerns of different employees; it is a societal concern. This highlights the importance of ensuring that adequate frameworks and interventions, which would enable people to effectively cope with their mental health issues, are being put in place for the enhancement of mental health, thereby promoting healthier and stronger employees and society (Robins et al.,2023).

The WHO clearly states that every person has a right to work, and any person in a workplace has a right to work with other people in an environment that is good for the persons' physical and mental health. Employment can be a shield for the individual's well-being because it is an occupation which gives order, aim, and satisfaction to a person. However, there is also recognition that work involves challenges that can contribute to mental health risk factors. The optimistic note here is that burnout and other mental health issues related to work are not inevitable; they are, in fact, avoidable. By promoting an integrated model for planning and supporting measures for improving mental health and by supporting the availability of effective, stigmatized measures, or effectively equipping individuals who have mental disorders to be allowed to work in a meaningful and appropriate manner (Robins et al. , 2023).

In the context of the workplace, sources of risks to the mental health, commonly known as psychosocial risks, can stem from. Some of these risks may relate to the task content, the working hours, characteristics of the working environment, or even the possibilities for upward mobility, among others. For the reasons given above, identifying and managing these psychosocial risks is critically important for fostering a climate of mental wellbeing and organisational development of personnel. Moreover, knowledge of the interactions between these factors enables

organizations to introduce specific measures to promote high levels of people's quality of life at work. In managing psycho-social risks at work, the workplace can promote strength, contentment, and mental health, thus generating a healthy and productive organization (Patrick et al. , 2023).

The change in the working culture brought about by the COVID-19 pandemic has forced organizations to embrace workplace mental health; this study examines how pandemic events affected CME, an American-based company operating in Lebanon (Lennon-Dearing et al. , 2023). This change in the perception of mental health has affected the responsibilities of human resources managers to be always available to attend to the needs of their workforce dealing with issues and offering counsel. For companies to be able to retain their best talents or attract the talents of potential employees, there is the need to ensure that employee well-being is enhanced to include mental health support at the workplace, according to Hawkins et al, (2023).

Depression, anxiety, and other mental disorders in the workplace have severe repercussions for people, including decreased productivity, extended sick leave, lack of productivity, and diminished communication. This results in poor work performance, negative staff attitude and behavior, increased burnout levels, high turnover rate, and additional undesirable reviews on the company's glass door page (de Oliveira et al. , 2023).

However, organisations should treat the issues of mental health as a basic responsibility beyond business value propositions. Therefore, the treatment of mental health within the workplace is not merely a legal necessity, but a moral position of an organisation and its understanding of the significance of its function in enhancing the quality of employees' lives. It is not only a socially responsible act but also beneficial to implement mental health initiatives into everyday routines and practices, as it directly impacts the improved health, and thus, increased productivity of employees (Tóth et al. , 2023). This approach highlights how the health of the employee is linked with the performance of the firm and is, therefore, an integral part of the culture and vision of the organization.

Talent Attraction

Talent attraction is vital for an organization to be able to secure the best talents for the organization (Osutei & Kim, 2023). They are employer branding, safe working environment, efficient recruitment and selection procedures, monetary and non-monetary motivators, low staff turnover, employee skills development and career advancement, talent acquisition model, and work environment that includes line managers' participation (Soe et al., 2023, August). Recruitment and selection present one of the critical steps in the hiring procedure since organizations have to ensure that individuals hired embrace their culture and beliefs (Abraham et al. , 2023).

The talent search matrix is useful in ensuring organisations recruit the right talent through pin pointing the qualitative and quantitative as the aspects required in potential employees. This is experience, profile, qualification, expertise, and potential- the factors that define the type of an employee that is sought after, qualities that help in creating and maintaining the picture in the matrix. Essentially, the important components of human capital are expertise, potentiality, and

qualification for the subsequent individual advancement in that organization (Jaafari et al. , 2023).

Nonetheless, there are challenges in talent acquisition like; task of attracting the right people for example when there is high competition for talents, attracting passive talents, the problem of employer branding and creating a culture of employees. Moreover, talents are attracted to organizations with good managers in all the hierarchy levels since they foster a superior working climate, which is essential to attract the best brains (Garavan et al. , 2023).

Talent Retention

Keeping competent employees within an organization is essential to enhancing organizational stability and decreasing turnover (Scott, 2023). However, it is also advantageous to organizations as a way of developing a healthy company culture, enhancing customer relations, increasing sales, increasing staff morale, and building a good company image. However, constant movements negatively affect relationship-building initiatives and may lead to talented individuals being hired by competitors thus giving them an advantage. Hence, organizations are in a position to develop a healthy organizational culture, enhance customers' experience and sales, create high employee morale and motivation, and ultimately create a good image as an employer in the market. In this way, organizations can prevent the negative impacts of high turnover rates and stay ahead of the competition (Aubouin-Bonnaventure et al. , 2023).

Hypotheses Formulation

Employer–employee relations are fundamental determinants of organizational functioning revealed in research by Geys et al. (2023) and Karácsony et al. (2020). This relationship influences the way employees think, their experiences at the workplace and their attitudes towards their organisations. Managers thus exist as critical intermediaries through which the social nature of work is mediated. Positive relationships leads to higher job satisfaction and engagement is achieved whenever supervisors provide direction and development. On the other hand, lack of proper leadership leads to discontent and demotivation of the employees. This paper establishes that supervisor behavior has a great impact on the engagement level of employees as well as their commitment. Proper counselling, career help and management of conflicts promote organisational health and increase the level of organisational commitment. The identified job relationship between the supervisor and the employee plays a crucial role in shaping the organizational performance and productivity as well as innovation. According to Irshad and Afridi (2007), people can even quit not the organization but their direct supervisor, which underlines the significance of managerial rapport in talent management. Owing to positive manager relationships one feels accepted and gains professional development ends up job inactive and seeks other positions. In a similar study done by Bryant and Allen in 2013, commitment between the manager and the employee is found to be a strong predictor of turnover. The policy of trust and free communication helps to minimize the turnover rates and emphasizes the need for competent managers with good interpersonal orientation. Eisenberger et al. (2002) have also touched upon the aspect of leadership support for the enhancement of employee commitment and dwelling particularly on the aspects of continuous feedback for increased motivation and involvement among employees (Curtis & Wright, 2001). Recognition of

employees' efforts and productivity increases their motivation, interest, and devotion to work, causing less absenteeism and attrition (Irshad & Afridi, 2007). Yücel (2021), Vinh et al. (2022), Chen and Silverthorne (2005), Irshad and Afridi (2007), Joel et al. (2023), Zayed et al. (2022), Alblooshi et al. (2021), and Noah (2008) demonstrate extensively many aspects of leadership styles and relationships between managers and employees in terms of job satisfaction, organizational commitment and performance. Encouragement, open interaction, and strong relationships with superiors decrease employees' intent to leave. Effective managers nurture positive work environments, enhancing employee happiness and loyalty. The following hypotheses were formulated based on the earlier research:

H_1: The relationship with the supervisor impacts talent attraction.

H_2: The relationship with the supervisor impacts talent retention.

Several authors that include Glew (2012), Nassar et al. (2022), Pitts et al. (2011) have pointed out that social relations are highly influential in employee retention as they promote loyalty, commitment, job satisfaction, and hence engagement at the workplaces. Maintaining such relationships helps to foster a positive and diverse atmosphere in the workplace and helps to improve the psychological well-being and work commitment of the employees. Shouman et al. (2022) and To and Yu (2021) establish that, having healthy employee relations is crucial for long term engagement and where selection involves placing individuals into teams conflicts arising from personalities are curtailed by Zayed et al. (2022). Jasper (2007) also notes that the manager-subordinate relationship is also important because of its role in deciding whether or not to let an employee go as well as contributing to a positive organizational climate. Furthermore, as highlighted by Allen (2006) managers are central to creating a positive work climate and facilitating socialization by welcoming employees as well as mediating employee concerns thus contributing to employee attrition directly. The following hypotheses were formulated based on the earlier research:

H_3: The relationship with the coworkers impacts talent attraction.

H_4: The relationship with the coworkers impacts talent retention.

Meaningful, complex, and challenging tasks, as well as accountable, independent, and flexible work, are said to improve employees' well-being (Liu and Li, 2012; Jackson et al., 2003; Van Dijk et al., 2012). According to Suárez-Albanchez et al. (2021), managers should guarantee that talented employees may fulfill their tasks autonomously and participate in decision-making in their area of expertise. It is critical to create meaningful and accountable tasks that allow employees to use their abilities successfully. Additionally, multiple researchers such as Jung and Yoon, 2016, Ochoa Pacheco et al., 2023, Karacsony et al., 2022, and Arnoux-Nicolas et al., 2016 found that meaningful tasks at work decrease employees' intentions to leave, impacting retention. Benefits of meaning in the workplace include job satisfaction, increased engagement, performance, motivation, and openness. According to Tim and Bakker (2010), an appropriate level of workplace standards can reduce employee turnover, in addition to the work's purpose. The following hypotheses were formulated based on the earlier research:

H_5: The nature of work impacts talent attraction.

H_6: The nature of work impacts talent retention.

Al-Suraihi et al. , in a recent study published in 2021, have identified burnout as being a contemporary problem with great impact on the morale, commitment, productivity, and attrition rate of employees. Goetzel et al. (2018) argueEmployers have a major role in ensuring a psychologically safe workplace that promotes mental health through implementing policies that allow for breaks during working hours, requiring employees to take days off for refreshments, and providing managerial and supervisory employee training. In addition, maintaining a strict partition between working hours and personal time, as a way of reducing work-family conflict also helps improve working environment's quality. First, employers respond to mental health at work but are not necessarily held directly responsible for diagnosing and treating mental illness. These preventive measures are not only protective of any untoward effects of burnout but also show a clear intent to support the psychological well-being of a workforce (Harvey et al.,2014).The following hypotheses were formulated based on the earlier research:

H_7: Burnout impacts talent attraction.

H_8: Burnout impacts talent retention.

Conceptual Framework

Based on previous research, the relationship between the variables was hypothesized; where the dependent variables are Talent Attraction and Talent Retention and the independent variables are the Relationship with the Supervisor, Relationship with Coworkers, Nature of Work, and Burnout.
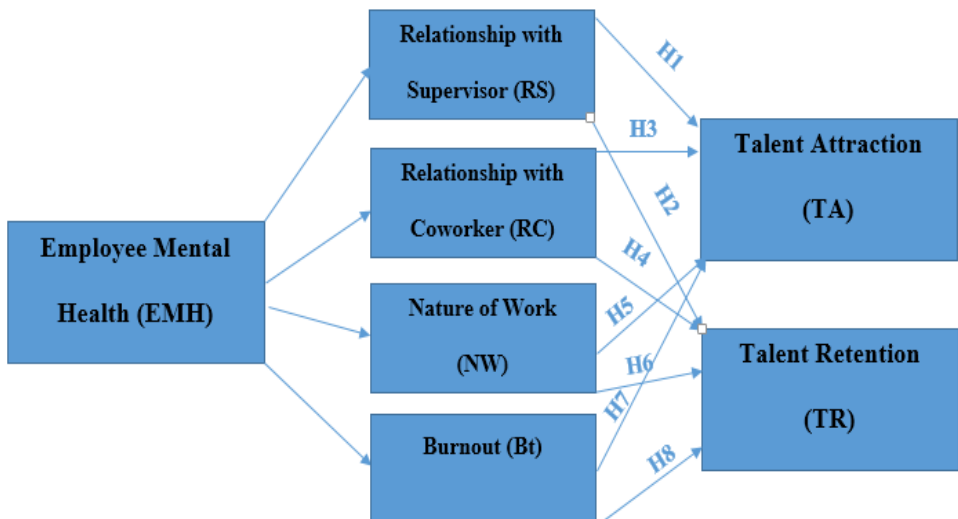

Figure 1: Research Model

Research Methodology

In this research, the research philosophy used was positivism and objectivism to make the results and conclusions free from the researcher's biases. To be more specific, literature and theories found in previous research works were scrutinized and compared with the subject matter of the present research with the use of a deductive research approach. The approach considered for data collection and analysis was a survey, which consisted of nineteen, fixed response questions in seven categories; these being demography and nineteen Likert scale questions. The method used in the research was mono quantitative with emphasis on the use of numerical data to enhance consistency. The type of time chosen was cross-sectional that meant research was able to capture a picture of phenomena as they occurred in a specific time, which was effective for data collection. The research targeted all employees in Lebanese organizations; hence, achieved a 401 response rate from participants though the random sample closely met the calculated ideal sample size. In the processing of data, Statistical Package for the Social Sciences (SPSS) was the most relevant tool. It used descriptive analysis, frequency analysis data presentation techniques, estimation of internal consistency using Cronbach Alpha coefficient, correlation analysis using Pearson's coefficient and regression analysis. In the quantitative data analysis, these analyses focused on categorising ideas, evaluating credibility, searching for inter-connections and relationships and determining the directional relationships.

Findings

Demographic Variables

This section contains the characteristics of the subjects of the study as part of the population and sample variables. The sample is formed by 59 patients. 6% males and 40. 4% females. Their ages are distributed as follows: information. 29. 9% between 18-25, 51. 4 between 26-35, 14 between 36-50, and 5. 5% above 51 years. 34. These consist of, 4% Single and 52%. One percent are married, while 13 percent of youths are employed. 5 % are other than those two options. Furthermore, 30. Seven percent has a high school diploma, thirty-three percent has some college education, whilst the remaining sixty percent has completed college or had some college education. Nine percent of them hold a bachelor's degree, while 31 percent said they'd been tested for HIV. 2% have a masters degree and 4. 2% hold a doctorate. Concerning the years of experience in the current organization, 36% of the participants had expressed improved experience. Four percent of them have working experience of less than one year, and 4% have working experience of between one and five years; 54. 6% of them have served for between 6 and 10 years while 6% of them, have served for between 11 and 15 years and 3% of them have served for more than 16 years.

Reliability Test

Table 1 shows the reliability test results using Cronbach's Alpha. The obtained value is 0.939 which indicates a high degree of reliability for the gathered data.

Case Processing Summary

		N	%
Cases	Valid	401	100.0
	Excluded	0	.0
	Total	401	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha		N of Items	
.938		19	

Table 1: Reliability Test

Descriptive Statistics

Relationship with Supervisor

When asked about their relationship with their supervisors, 66.6% of respondents agreed that their supervisors value their input and ideas, while 21.9% disagreed, with a minimal 0.5% strongly disagreeing and no one strongly agreeing. Also, 50.4% strongly agreed that they have open and effective communication with their supervisors while 27.2% disagreed, including 0.5% who strongly disagreed, while only 1.5% were neutral. Finally, 48.6% of the respondents strongly agreed that their supervisors provide regular feedback and support while 27.2% disagreed, with 0.7% strongly disagreeing and a mere 1.0% expressing neutrality.

Relationship with Coworkers

Regarding the relationship with other members of the firm, 76. 1% of respondents stated that they have mostly friendly relationships with other employees and 22. 7% of the respondents disagreed to some extent, On average, a meager 0. 2% were of no particular opinion, and 0. 7% strongly agreed. Furthermore, 66. 6% strongly agreed that there is a strength and feeling of collaboration and organizational cohesion of co-worker. For the statement, about 9% of the respondents disagreed to a certain extent and 10. 5% remained neutral. Finally, 57. 1% responded that they find it socially acceptable to ask colleagues for help when deemed necessary and 28. 2% disagreed, with 14. To this aspect, a majority of the respondents strongly agreed with an average of 7% while no one was in the middle.

Nature of Work

Regarding the nature of the job, 60. 1% of the respondents stated that they find the tasks they perform interesting and challenging while only 16. 5% respondents strongly disagreed with the statement while 9. 4% of respondents disagreed with this aspect, and 7% were in the middle or neither agreed nor disagreed. ; 1% strongly agreed with the statement that they have opportunities to learn and advance in the current job position, 21. 7% of the respondents said that they strongly disagreed with the statement, while a paltry 5. Last, almost equal, 47. 4% of respondents stated that the tasks they perform relate to career objectives and ambitions, while 25. 7% of those that disagreed with at least some of the statements, of which 2%. % who disagreed, 0% who showed a very low agreement, and 17% disagrees. Interestingly, none was neutral regarding this aspect.

Burnout

Regarding burnout, a percentage of 74. 6% agreed or strongly agreed with the statement of emotional exhaustion resulting from work, 50. coalition includes 9% strongly agreeing and only 6% have disagreed strongly on the integration and combination aspect of the coalition table. Twenty-six per cent strongly agree, 29 per cent somewhat agree, 18 per cent neutral and 7 per cent somewhat disagree on the statement. Also, a significant number (70. 6%) of the participants' responses were in the agreement or strongly agreed category regarding their experience of high job-related stress often while 24% of the participant responses were in the disagreement category. Lastly, slightly over half of the respondents (53. 3%) or even less agreed or strongly agreed that they have a problem in balancing their work and family/friends' responsibilities or needs (24. 2% of the participants disagreed to some extent.

Talent Attraction

7% strongly disagreed with the following statement related to their current work environment; They would recommend their organization to job seekers or people looking for employment opportunities here. No participant was found to be neutral. In contrast, 59 percent of low performers are among the groups who take longer to adapt to the changes as they lack the cognitive skills to learn effectively. Maintaining 1% of respondents agreed on the statement 'I would recommend my organization'. Regarding the company as an attractive employer for potential candidates, only 5% of participants strongly agreed that the current work environment would be a selling point.

Talent Retention

Small portion of respondents precisely 5.0% stated that they are not likely to remain with my current organization for the next five years at all and 12.7% said that they disagreed while 12.0% When asked their likelihood of remaining with your current organization, none of the respondents had a neutral position. On the other hand, a very large number, which is 48.1% percent of the respondents answered in the negative of participants agreed to the statements they are likely to stick with their current organization 22.2% of the respondents strongly agreed with the statement, a position that confirms a strong propensity towards commitment to the current organization.

Pearson Correlation

In this research, the Pearson correlation test was used to establish the relationship between the variables in question. The correlation coefficients were employed to indicate the degree, as well as the direction, of the relationship between two variables. These coefficients range between -1 and +1; equal to 1 when there is a perfect positive association that is both variables move in the same direction, -1 when the perfect negative association that is both move in the opposite direction while zero shows no relationship. Overall, analyzing the collected data it becomes important to achieve a level of statistical significance – the p-value of 1% or lower. The findings of this research are highlighted in Table 2 that has upheld the research's assumptions and evidenced positive and substantial relationships among the variables.

Correlations		Relationship_Supervisor	Relationship_Coworkers	Nature_Work	Burnout	Talent_Attraction	Talent_Retention
Relationship_Supervisor	Pearson Correlation	1	.935**	.805**	.678**	.847**	.765**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	401	401	401	401	401	401
Relationship_Coworkers	Pearson Correlation	.935**	1	.774**	.697**	.898**	.853**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	401	401	401	401	401	401
Nature_Work	Pearson Correlation	.805**	.774**	1	.652**	.746**	.659**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	401	401	401	401	401	401
Burnout	Pearson Correlation	.678**	.697**	.652**	1	.622**	.592**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	401	401	401	401	401	401
Talent_Attraction	Pearson Correlation	.847**	.898**	.746**	.622**	1	.888**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	401	401	401	401	401	401
Talent_Retention	Pearson Correlation	.765**	.853**	.659**	.592**	.888**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	401	401	401	401	401	401
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 3: Pearson Correlation

The correlation analysis in Table 3 highlights the relationships between dependent variables, Talent Attraction and Talent Retention, and independent variables in the research. Talent Attraction demonstrates strong positive correlations with Relationship with Supervisor ($r = .847$, $p < 0.01$), Relationship with Coworkers ($r = .898$, $p < 0.01$), and Nature of Work ($r = .746$, $p < 0.01$). Additionally, it exhibits a notable correlation with Burnout ($r = .622$, $p < 0.01$). Similarly, Talent Retention shows strong positive correlations with Relationship with Supervisor ($r = .765$, $p < 0.01$) and Relationship with Coworkers ($r = .853$, $p < 0.01$), along with significant correlations with Nature of Work ($r = .659$, $p < 0.01$) and Burnout ($r = .592$, $p < 0.01$). These findings underscore the influence of interpersonal relationships, work nature, and burnout on both talent attraction and retention within the research context. In summary, these strong positive correlations among the variables signify substantial relationships between supervisor relationships, coworker interactions, nature of work, burnout, talent attraction, and talent retention within the studied dataset.

Regression Analysis

To further examine the association between the dependent variables and the independent variables, a regression analysis was carried out.

Regression Analysis for the Dependent Variable Talent Attraction

The regression analysis between the independent variables and talent attraction as a dependent variable is shown in Table 4 and explained in the following paragraphs.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902[a]	.813	.811	.43338
a. Predictors: (Constant), Burnout, Nature_Work, Relationship_Coworkers, Relationship_Supervisor				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	323.399	4	80.850	430.465	.000[b]
	Residual	74.377	396	.188		
	Total	397.776	400			
a. Dependent Variable: Talent_Attraction						
b. Predictors: (Constant), Burnout, Nature_Work, Relationship_Coworkers, Relationship_Supervisor						

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.274	.092		2.973	.003
	Relationship_Supervisor	-.019	.060	-.021	-.317	.751
	Relationship_Coworkers	.813	.062	.833	13.153	.000
	Nature_Work	.134	.036	.142	3.757	.000
	Burnout	-.038	.032	-.037	-1.177	.240
a. Dependent Variable: Talent_Attraction						

Table 4: Regression Analysis for the Dependent Variable Talent Attraction

The regression analysis conducted to investigate the relationship between various predictors and Talent_Attraction shows a robust model fit. The model demonstrates a strong correlation, as indicated by an R of .902. The R-squared value of .813 suggests that approximately 81.3% of the variance in Talent_Attraction can be explained by the predictors: Burnout, Nature_Work, Relationship_Coworkers, and Relationship_Supervisor. The adjusted R-squared of .811 accounts for the number of predictors, confirming a reliable model fit. The standard error of the estimate stands at .43338, signifying the average distance between the observed and predicted values of Talent_Attraction.

The ANOVA results display significant predictive power ($F = 430.465$, $p < 0.001$) of the regression model, implying that the predictors collectively contribute significantly to explaining the variance in Talent_Attraction. Specifically, the predictors Relationship_Coworkers (Beta = .833, $p < 0.001$) and Nature_Work (Beta = .142, $p < 0.001$) exhibit statistically significant positive associations with Talent_Attraction.

However, Relationship_Supervisor (Beta = -.021, p = .751) and Burnout (Beta = -.037, p = .240) display non-significant relationships with Talent_Attraction. The constant term has a coefficient of .274 (p = .003), suggesting a small positive impact on Talent_Attraction.

Overall, this regression analysis indicates that the relationship with coworkers and the nature of work play pivotal roles in determining talent attraction, while the relationship with the supervisor and burnout have a limited impact in this context.

Regression Analysis for the Dependent Variable Talent Retention

The regression analysis between the independent variables and talent retention as a dependent variable is shown in Table 5 and explained in the following paragraphs.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859[a]	.738	.736	.56592

a. Predictors: (Constant), Burnout, Nature_Work, Relationship_Coworkers, Relationship_Supervisor

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	357.663	4	89.416	279.193	.000[b]
	Residual	126.825	396	.320		
	Total	484.489	400			

a. Dependent Variable: Talent_Retention
b. Predictors: (Constant), Burnout, Nature_Work, Relationship_Coworkers, Relationship_Supervisor

Coefficients		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.231	.120		1.917	.056
	Relationship_Supervisor	-.303	.078	-.301	-3.868	.000
	Relationship_Coworkers	1.178	.081	1.093	14.587	.000
	Nature_Work	.059	.046	.057	1.278	.202
	Burnout	-.004	.042	-.003	-.088	.930

a. Dependent Variable: Talent_Retention

Table 5: Regression Analysis for the Dependent Variable Talent Retention

The regression analysis conducted on the predictors in relation to Talent_Retention indicates a solid model fit. The model exhibits a strong correlation, with an R-value of .859, suggesting a substantial relationship between the predictors and Talent_Retention. The R-squared value of .738 implies that approximately 73.8% of the variance in Talent_Retention can be explained by the predictors. The adjusted R-squared value of .736 confirms the robustness of the model, considering the number of predictors.

The standard error of the estimate stands at .56592, representing the average distance between the observed and predicted values of Talent_Retention.

The ANOVA results indicate a significant overall predictive power of the regression model ($F = 279.193$, $p < 0.001$), signifying that the predictors collectively contribute significantly to explaining the variance in Talent_Retention.

Relationship_Coworkers (Beta = 1.093, p < 0.001) and Relationship_Supervisor (Beta = -.301, p < 0.001) exhibit statistically significant relationships with Talent_Retention. Relationship_Coworkers shows a strong positive association, while Relationship_Supervisor displays a negative association with Talent_Retention. However, Nature_Work (Beta = .057, p = .202) and Burnout (Beta = -.003, p = .930) do not exhibit statistically significant associations with Talent_Retention.

These findings indicate that the relationship between coworkers and the relationship with the supervisor significantly impacts talent retention, while the nature of Work and burnout does not demonstrate substantial predictive power in explaining variations in talent retention.

Discussion

The study explores the link between perceived organizational factors and employees' mental health for talent acquisition and retention. It established that employees are satisfied with the relationship they have with their supervisor as they offer constructive feedback, appreciate their work, and ensure that they give them ample information. They also have friendly and harmonious relationships with their co–workers, which implies high degree of work integration and communication. However, there are still some shortcoming, around 5% of the respondents found themselves disagreeing with all the three statements. The study also shows a more ambivalent attitude towards the job contents and tasks, although most respondents have positive emotions about their tasks saying that job content and tasks are interesting and challenging, with positive emotions to skill demands and fit with career aspirations. Nonetheless, there were number of participant who had dissented with these statements as well.

The field environment affects employee turnover and 16 out of the 20 participants recommended their places of work for other employees. But a few participants argued that there could be avenues in the work environment to make them more attractive. Table 6 presents cross-tab results for the talent attraction/retention analysis, and the regression analysis suggests that different degrees of support can be provided to all formulated hypotheses concerning the independent variables. The first hypothesis postulated a positive relationship between employee mental health and talent attraction/retention In lieu with the primary hypothesis, there is diverse prior research. Also, talented and healthy interpersonal relationships with people in other roles define talent attraction and retention in line with earlier studies by Glew (2012), Nassar et al. (2022), and Pitts et al. (2011).

Thus, although the relationship of the employee with the supervisor impacts talent management in a manner consistent with Geys et al. (2023), Karácsony et al. (2020), and Irshad and Afridi (2007) in terms of talent retention, it does not play a substantial role in talent attraction. The type of the work affects attraction in a way found by Liu and Li (2012), Jackson et al. (2003), and Suárez-Albanchez et al. (2021), but has a relatively weaker influence on retention that is contrary to Tims and Bakker's (2010) prediction. Finally, similar to previous research, burnout does not significantly affect talent attraction, as well as, talent retention.It provides a complex framework of the antecedents that come into play on talent patterns stressing the importance of relationships, nature of tasks, and burnout in determining talent attraction and retention.

Hypothesis	Dependent Variable	Regression Outcome	Statistical Significance	Previous Research (Authors)
Main: There is a positive relationship between Employee Mental Health and Talent Attraction and Retention.		Supported		Geys et al. (2023), Karácsony et al. (2020), Irshad and Afridi (2007), Bryant and Allen (2013), Yücel (2021), Vinh et al. (2022), Joel et al. (2023), Alblooshi et al. (2021), Noah (2008), Eisenberger et al. (2002), Glew (2012), Nassar et al. (2022), Pitts et al. (2011) |
Relationship with Supervisor (TA)	Talent Attraction	Not Supported	p = 0.751	Geys et al. (2023), Karácsony et al. (2020)
Relationship with Supervisor (TR)	Talent Retention	Supported	p < 0.001	Geys et al. (2023), Karácsony et al. (2020), Irshad and Afridi (2007)
Relationship with Coworkers (TA)	Talent Attraction	Supported	p < 0.001	Glew (2012), Nassar et al. (2022), Pitts et al. (2011)
Relationship with Coworkers (TR)	Talent Retention	Supported	p < 0.001	Glew (2012), Nassar et al. (2022), Pitts et al. (2011)
Nature of Work (TA)	Talent Attraction	Supported	p < 0.001	Liu and Li (2012), Jackson et al. (2003), Suárez-Albanchez et al. (2021)
Nature of Work (TR)	Talent Retention	Not Supported	p = 0.202	Liu and Li (2012), Jackson et al. (2003), Suárez-Albanchez et al. (2021), Tims and Bakker (2010)
Burnout (TA)	Talent Attraction	Not Supported	p = 0.240	Al-Suraihi et al. (2021), Goetzel et al. (2018) (Harvey et al., (2014)
Burnout (TR)	Talent Retention	Not Supported	p = 0.930	Al-Suraihi et al. (2021), Goetzel et al. (2018) (Harvey et al., (2014)

Conclusion and Recommendations

Conclusion

In conclusion, this research considered flow and quality of employee mental health and the effects on talent attraction and retention within Lebanon's current socio-economic complexities. This paper brought into the limelight how culturally tailored mental health interventions impacted decision-making amongst the employees. Overall, having a positivist and objectivist epistemology with a deductive reasoning, the study demonstrated positive associations between the tested variables, namely interpersonal relations, nature of work and burnout regarding talent attraction and retention. Organizational relationships with supervisors and coworkers had a social impact on talent results, whereas burnout caused minimal impact on talent results. Thus, the primary hypothesis stating the presence of the correlation between the levels of mental health and the dynamics of talents was confirmed. Recommendations for change in Lebanese organizations include providing and encouraging positive relationships among people in the workplace, dealing with the matters that relate to job tasks, and focusing on mental health to improve performance, increase employees' retention, and hence increasing competition. The findings of the presented study enhance the understanding of the relationship between mental

health and organisational factors and help to expand the debate on workplace mental health in Lebanon.

Recommendations

The study's implications added insight into the quest to establish the correlation between employee's mental health and talent attraction and retention in the Lebanese employment arena. Hence, the following recommendations are made. First, there is the need for focused programming to respond to mental health needs coupled with the protection of the employees' state of mind. Moreover, organisations should discourage any prejudice regarding people facing such issues by ensuring that the employees can speak about their problems freely.

Preventive measures should be instituted in the form of extensive stress control programs, boosting the morale of employees through training in how to solve any related issues, and anti-stigma campaigns. It also focuses on the timely identification and implementation of strategies for creating a favourable social environment consisting of employees, supervisors, and peers through the use of role models, camaraderie, and teamwork. Recommended is the evaluation and improvement of job content in relation to the content of work as a way of making work interesting, complex and in line with retention of high caliber skills as espoused by employees' career paths.

Additionally, firms should respond to burnout proactively by providing the following action plans: the establishment of clear policies that help reduce burnout by providing solutions that include scheduling and the availability of mental health days and clearly defined work-life balance. Therefore, the research requires a continuous survey and assessment in procuring data as to the impact of such conditions on the attraction as well as the retention of talent. However, companies should also develop human resource policies unique for Lebanon and the current trends and issues of employment there, while the mental health programs should also be periodically assessed based on feedback received from the people.

It is believed that this approach to introducing these measures will reduce the turnover rate as well as significantly assist companies in attracting talents, besides addressing the psychological well-being of employees.

Limitations

The research design used in the study is cross-sectional, which means the data was collected at a specific point in time. The architecture that comes with it does not allow for identifying causal linkages or for tracking issues across time. In terms of perceptions and their evolution, extended cross-sectional research would yield more accurate results. The research may not provide pre-specified characteristics of participants: their socio-economic status, culture or specificity of giving sector. They all can significantly influence work experiences and perceptions. The research is mainly rooted in a quantitative survey method of data collection and analysis. For instance, it is assumed that using qualitative research methods, such as interviews or focus groups, may provide more all-rounded information on the factors influencing the participants' responses to the questions.

Recommendations for Further Research

While this research has enlightened the complex relationship between the employee's mental health and talent acquisition and retention in Lebanon, there might be several areas that could benefit from more research. A focus on this line of inquiry would enable the employment of more comprehensive and explorative focus group and interview methods to offer clearer insights into the multifaceted shades of staff members' experiences and perceptions about talent management strategies and practices, work-related dynamics as well the role of mental health. It may bring out factors that complicate the decisions and behaviors of the employees. In addition, although less likely, it would enable the longitudinal study find shifts in perceptions of mental health and workplaces. This method could offer a greater understanding of how these dynamics evolve over time and in response to the transformations in social and economic environment. Moreover, investigating deeper into the cultural arrises that concern the mental health discussions and programs in the context of the Lebanese workforce might provide better ideas to strategize efficient ways to eliminate the stigmatization and raise awareness for the subject. Last but not the least, Lebanon's findings maybe compared with data collected from other nations or regions coping with similar economic problems and cultural prejudices about mental health. It could reveal various contextual characteristics and suggested procedures pertinent to numerous spheres.

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