

Talent Management at Libyan Petroleum Companies: A Case study on Brega Petroleum Marketing Company in Benghazi

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Wael M. Gabrel 

Professor of Business Administration,

Faculty of Economics, University of Derna, Libya

Abstract

Talent management is a modern management concept that has gained significant attention since the 1990s. Over time, the term "talent war" has emerged, describing the fierce competition between major global companies to attract exceptional talents. Therefore, exploring talent management is a means of enhancing the competitive capabilities and organizational reputation of institutions. The current study aims to identify the reality of talent management at Brega Petroleum Marketing Company in Benghazi, Libya. The study followed the case study method using a questionnaire to collect data. The study revealed that the overall level of the talent management system was at a moderate level. In addition, the talent development dimension had a high level, while the talent attraction and retention dimension had a moderate level. The study provided a set of recommendations that it is hoped to follow to raise the level of talent management at the company under study.

Keywords: Talent Management, Brega Petroleum Marketing Company, Benghazi (Libya).

JET: M11, M12, O15.

Introduction

Talent management is a main strategic issue for most contemporary organizations in attraction, recruitment, portfolio. Talent development is increasingly seen as critical success factors for achieving the organization's aims, creating competitive advantage, and organizational excellence. Incorporating talent management into the organization's strategic planning framework, rather than treating it as a separate entity, is a critical factor in successfully adopting a talent management strategy. This approach ensures that workforce planning is aligned with the organization's overall mission. Therefore, the talent management program should be an evolutionary process associated to the strategic plan and future direction of the organization. (Liang & Abd Rani,2025; Wijaya,2025; Riccio, 2010; Ringo et al, 2008; Devin, Powell, 2008; Fegley, 2006). Moreover, motivating gifted people, creating commitment, loyalty to the organization, and developing their organizational citizenship behavior are key to the successful application of the organization's talent management strategy, as well as providing an appropriate work environment that stimulate the performance of

talented people and achieve high returns represent a sustainable competitive advantage for the organization (Yumhi et al, 2025).

Libya as one of the developing countries that seeks to upgrade its institutions for economic and social development. To achieve this, attention must be paid to talent management and its effectiveness, especially the oil sector, which is one of the most important economic sectors in Libya and almost the primary source of revenues for the state, moreover, it provides crude oil which is an important strategic substance in many areas, whether for export or use within the country, and this led the researcher to conduct this study to determine the level of talent management at Brega Petroleum Marketing Company in Benghazi, Libya.

Problem Statement

The concept of talent management in Libyan organizations is still largely unexplored, therefore, talent development in Libyan organizations might not reach the required level (Gabrel and Al-Ferjani, 2021). This results in major challenges facing oil organizations in finding solutions to sustain these organizations in competing with their counterparts through talent management (Ibrahim, 2022; Shakti, 2022; Muhim, 2016). Adopting the philosophy of (talent management) becomes a major requirement to reach a higher level through developing and advancing the talents of the organizations' competencies and cadres (Al-Farjani, 2018; Vieira et al., 2024). Hence the idea of the subject matter of this study is to try to explain talent management at Brega Petroleum Marketing Company in Benghazi, Libya. The study problem lies in the following main question:

What is the level of talent management at Brega Petroleum Marketing Company in Benghazi, Libya?

Significance of the Study

The importance of this research topic stems from the critical role of talent management, which has garnered substantial attention in the fields of organizational behavior and business management. As a key structural element of competitive advantage in strategic contexts, this makes the study highly valuable. Beyond its relevance to the researcher's knowledge, this study represents the first attempt to explore talent management within the Brega Petroleum Marketing Company in Benghazi, Libya. The findings may prove beneficial to the senior management of the company. Furthermore, this research contributes to the broader body of scientific knowledge, particularly in the social, human, and administrative sciences, underscoring its importance. By providing valuable insights, it opens new opportunities for further scientific exploration in this area, benefiting researchers and others interested in the subject.

Theoretical Framework

While scholars may define talent management in various ways, it is widely recognized as a deliberate strategy aimed at identifying, attracting, developing, and retaining individuals with the skills and competencies essential for an organization's success (Groenewald et al., 2024). Hilal (34:2010)

described the talent management as; "the process of building which involves enhancing and developing employees' skills and talents to achieve excellence and competitiveness by carefully selecting, training, and developing new hires, retaining current employees, and attracting highly experienced employees to join business organizations", while Al-Enezi and others (99:2011) described it as; "the interaction of a set of the integrated practices and systems related to attracting, and developing workers with the required outstanding skills in line with the strategic direction of the organization". Al-Ferjani (2014:110) defined it as; "a process related to the identification, attraction, retention, and development of individuals with a high potential to achieve the competitive advantage of the Organization". According to Azzam (2016), it is described as; "an organized process based on the selection of staff depending on their respective constituencies, the training, development, and sustainability of those within the organization, the discovery of talented people within the organization and the enhancement of their presence through their sustainability, motivation, and preservation as a valuable source contributing to the organization's competitive advantage".

Previous definitions highlight that talent management involves identifying, attracting, retaining, and developing highly skilled individuals. It is designed to achieve organizational aims and secure a competitive advantage while aligning with the organization's strategic objectives and overall direction. Although various researchers have proposed numerous talent management models, there is no consensus on specific dimensions, as each study has approached the concept differently. For this study, the dimensions of talent management strategies are identified as attracting talent, retaining talent, and developing talent as shown in Figure (1) (Qadikolai et al., 2025; Antony et al., 2024; Gerhardt and Karsan, 2022; Foteini et al., 2022; Kafetzopoulos and Gotzamani, 2022; Al-Ferjani and Gabrel, 2021; Al-Ferjani, 2014).

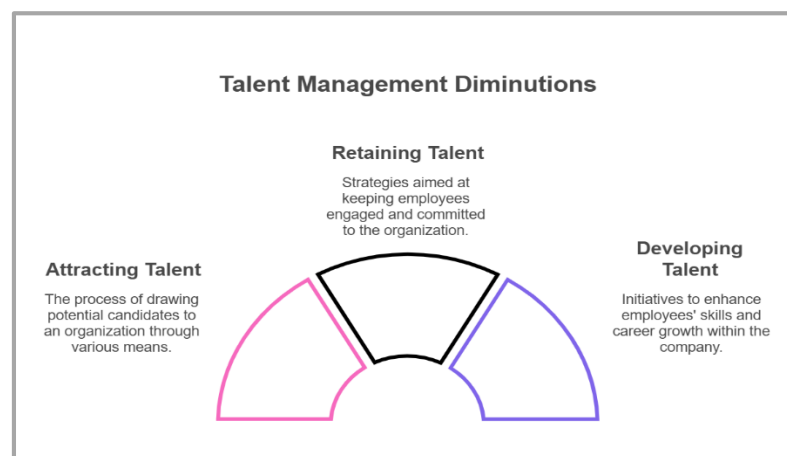


Figure (1): Talent management dimensions. (Prepared by the researcher via the Napkin website)

Literature Review

Many studies have dealt with the issue of talent management due to its importance and association with many organizational variables. According to the findings of Yumhi et al.'s study (2025), the businesses that successfully apply talent management are more likely to innovate, increase operational effectiveness, and fortify their position as market leaders. In addition, studies have

indicated that talent management significantly influences the likelihood of employees leaving (Wijaya, 2025). It has been shown that employee engagement can mitigate the potentially negative effects of certain talent management strategies by greatly reducing employees' intentions to quit. Anas and Akbar's (2024) research investigates how learning organizations act as moderators within Indian IT and ITES firms and how the talent management (TM) process affects employee ambidexterity (EA), the results revealed that the TM process has a notable impact on EA, and the four characteristics of a learning organization (LO) significantly moderate the relationship between the TM process and EA. According to Andriani (2023), the human resource management positively and significantly affects talent management, although it does not have a direct impact on organizational performance. However, talent management has a positive and significant effect on organizational performance.

Gerhardt and Karsan (2022) found that UK universities lacked clear talent management strategies, while Latukha et al. (2022) demonstrated a generally positive relationship between talent management practices. Another study highlighted the significant positive effects of developing female-focused talent and retaining it, although no correlation was found between attracting talent and company performance. Foteini et al. (2022) showed a correlation between talent management and performance in Bahrain's public sector. Kafetzopoulos and Gotzamani (2022) emphasized the role of transformative leadership and authority in talent management, as well as the positive impact of talent development on sustainability. Mudjijah et al. (2022) explored how entrepreneurship and talent management affect business performance in Indonesia's creative industries. Mabrouki (2022) identified a role for talent management in enhancing the organizational reputation of Mobiles in Algeria and noted a high level of talent management practices at the company. Jannah (2022) examined the influence of transformative leadership on talent management at the General Authority for Agriculture and Fisheries Affairs of the Kuwaiti State, finding that talent management was highly regarded. Gabrel and Al-Ferjani (2021) reported an average level of talent management systems in higher technical education institutions in Derna, Libya.

Based on the foregoing, the current study is like some previous studies in the study's field of talent management, Although the treatment of previous studies of the same field is different from the processing of the present study, where these studies differ between them. Where, angles are addressed to study variables from the side of each researcher, and as noted, all these studies were conducted in different environments and in varying periods of time, it also noted the scarcity of studies that have addressed the talent management at Brega Petroleum Marketing Company in Benghazi, Libya, where the researcher did not have studies that dealt with this aspect by studying, analyzing, and explaining to access reliable results, making the door open for any researcher to fill this research gap and contribution to this topic.

Methodology

Based on the study problem and its objectives, the method followed in this study is the case study, which is concerned with a single existing case study such as studying an individual, family, company or institute. This is performed by collecting detailed information and data of the phenomenon about

the present and past situation of phenomenon, knowledge of the factors that affected and influence related to it, and the past experiences of this phenomenon (Obeidat et al., 2015). Moreover, Tellis (1997) indicated that the case study method is idealism when there is a need to study the phenomenon or the problem in depth.

Target Population

The study population was represented by the managers of the middle departments of the Brega Petroleum Marketing Company in Benghazi, Libya, which includes forty-four of managers. Due to the small size of the study population, the researcher used the comprehensive survey method to reach results that are closer to reality and more amenable to generalization.

Description of Measurement

The questionnaire was employed as the primary tool for gathering the necessary data to fulfill the study's objectives, and it was structured into three sections:

- **Information on respondents:** The first part of the questionnaire contains general data on participants, namely, gender, age, educational level, and period of service.
- **Talent Management Scale:** The scale consists of eighteen items adapted from Al-Ferjani's Tool (2014), with modifications made to align with the aim of the study. These eighteen items are categorized into three dimensions: attracting talent, retaining talent, and developing talent. The scale is based on a five-point Likert scale, with responses ranging from "Strongly agree" to "Strongly disagree," reflecting varying levels of agreement. Specifically, "Strongly agree" indicates a very high level of agreement, "Agree" represents high agreement, "Neutral" signifies a medium level of agreement, "Disagree" reflects low agreement, and "Strongly disagree" corresponds to very low agreement.

Reliability and Validity

To ensure the reliability of the questionnaire, the internal consistency factor was assessed using Cronbach's Alpha with the Statistical Program (SPSS). The reliability coefficient for the study scale was found to be 0.877, indicating the stability of the instrument and the strength of its internal cohesion, thus confirming its reliability according to Malhatro and David (2007). Additionally, statistical validity was assessed by calculating the square root of the test's reliability coefficient. The validity coefficient of the study scale was 0.936, which demonstrates the trustworthiness of the scale and confirms that it is specifically designed to measure the intended variables.

Distribution of questionnaire:

About 44 of the questionnaires were distributed during the fall semester of 2023–2024 using the comprehensive survey method. A valid statistical analysis form was retrieved, representing 73% of the study population. This percentage is regarded as statistically acceptable in the field of scientific studies and research (Obeid, 2003). The study population was distributed based on both personal and functional variables, as indicated in table (1).

Table (1): Characteristics of the Participants in The Study

| Variable | Variable classes | Frequencies | Percentage (%) |
|-------------------|-------------------------------|-------------|----------------|
| Gender | Male | 29 | 90.6 |
| | Female | 3 | 9.4 |
| | Total | 32 | 100 |
| Age | Under 35 years | 3 | 9.4 |
| | From 35 to less than 40 years | 9 | 28.1 |
| | From 40 to less than 45 years | 10 | 31.2 |
| | From 45 to less than 50 years | 5 | 15.6 |
| | From 50 years and over | 5 | 15.6 |
| | Total | 32 | 100 |
| Educational level | Sub-University | 2 | 6.2 |
| | University | 27 | 84.4 |
| | Above University | 3 | 9.4 |
| | Total | 32 | 100 |
| Period of service | less than 5 years | 2 | 6.2 |
| | From 5 to less than 10 years | 6 | 18.8 |
| | From 10 to less than 15 years | 12 | 37.5 |
| | 15 years and over | 12 | 37.5 |
| | Total | 32 | 100 |

Result and Discussion

The questionnaire consisted of eighteen items related to talent management. The level of the talent management system in the company under investigation was assessed through participants' responses by analyzing the mean and standard deviation values, as presented in Table (3). The mean scale used in the questionnaire was set at 3. The overall mean of the talent management system was obtained at 3.3819, with a standard deviation of 0.54848, indicating a moderate practice and a relative weight of 67.64%. According to the dimensions, the talent development dimension was the most practiced, achieving the highest mean (3.42) and a relative weight of 68.44%, it can be attributed to the fact that the company offers opportunities for growth and development based on the skills that require enhancement, utilizing modern technologies in the workplace, as indicated in the eighteenth Item in Table (3). The talent attraction dimension showed a moderate level, with a mean of 3.39 and a relative weight of 66.88%. The talent retention dimension demonstrated a moderate level of practice but was ranked as the lowest among the evaluated dimensions, with a mean of 3.34 and a relative weight of 68.23%. As shown in Table (2), there are statistically significant differences in the talent management variable and its dimensions, with a statistical significance of less than 1%.

Table (2): Participants' answers to talent management dimensions

| Dimensions | Mean | Std. Deviation | T-test | | Relative weight | Level | Ranking |
|--------------------|--------|----------------|---------|-------|-----------------|----------|---------|
| | | | T | Sig. | | | |
| Talent Attraction | 3.3906 | 0.57480 | **3.844 | 0.001 | 67.81% | Moderate | 2 |
| Talent Retention | 3.3438 | 0.62208 | **3.126 | 0.004 | 66.88% | Moderate | 3 |
| Talent Development | 3.4219 | 0.48125 | **4.959 | 0.000 | 68.44% | High | 1 |
| Talent Management | 3.3819 | 0.54848 | **3.939 | 0.000 | 67.64% | Moderate | ----- |

* * Significance level at 0.01.

Table (3): Attitudes of participants toward talent management items

| Dimensions | No. | Items | Mean | Std. Deviation | Level |
|-------------------|-----|--|--------|----------------|----------|
| Talent attraction | 1 | The company employs a clear and well-defined strategy to attract talent aligned with competencies and experiences. | 3.2500 | .87988 | Moderate |
| | 2 | The company's base salary, bonuses, and financial incentives are effective in attracting talent to join the organization. | 3.4063 | 1.10306 | High |
| | 3 | The company implements a policy focused on hiring experienced and highly qualified talents. | 3.3438 | 1.12478 | Moderate |
| | 4 | The training and development opportunities offered by the company are appealing to qualified professionals. | 3.8438 | .62782 | High |
| | 5 | The promotion, career advancement, and growth opportunities within the company attract talented individuals. | 3.2500 | .87988 | Moderate |
| | 6 | The social and healthcare services provided by the company contribute to attracting talent. | 3.3750 | 1.21150 | Moderate |
| | 7 | The company's strong reputation, distinguished name, and prestigious standing in the community play a significant role in drawing qualified professionals. | 3.3750 | 1.09985 | Moderate |
| | 8 | The company fosters a stimulating work environment that promotes innovation and creativity. | 3.2812 | .85135 | Moderate |
| Talent retention | 9 | The organizational culture of the company highlights the value of talent and its critical role in driving excellence. | 3.3125 | .93109 | Moderate |
| | 10 | The company's management prioritizes fostering strong and positive relationships with its talented workforce. | 3.3438 | 1.12478 | Moderate |
| | 11 | Material incentives and financial rewards are provided by the management to | 3.3125 | .69270 | Moderate |

| Dimensions | No. | Items | Mean | Std. Deviation | Level |
|--------------------|-----|--|--------|----------------|----------|
| | | recognize and support talents and innovators. | | | |
| | 12 | The management also offers moral incentives, including appreciation, gratitude, and recognition, to acknowledge the contributions of talented individuals. | 3.2500 | .76200 | Moderate |
| | 13 | Company policies create opportunities for both professional and personal development through training programs and workshops aimed at enhancing skills, abilities, and competencies. | 3.5000 | 1.19137 | Moderate |
| | 14 | The work environment within the company encourages innovation, creativity, and continuous improvement. | 3.3438 | 1.12478 | Moderate |
| Talent development | 15 | The company's management encourages talents to take on new tasks through job rotation, enabling them to acquire diverse skills. | 3.2812 | .92403 | Moderate |
| | 16 | The company offers opportunities for talents to attend scientific seminars and training programs both locally and internationally, enhancing their knowledge and experience. | 3.3125 | .99798 | Moderate |
| | 17 | The management is committed to providing guidance, direction, and professional support to nurture talents. | 3.3750 | .97551 | Moderate |
| | 18 | The company facilitates growth and development opportunities tailored to the skills requiring enhancement, utilizing modern technologies in the workplace. | 3.7188 | .45680 | High |

The results above show that talent management has a moderate level. which may be because the company's working environment is not motivating and encouraging enough innovation and creativity. The current study's results are consistent with Nieto-Aleman study's in 2023, which is confirmed the organizational ecosystems encounter contextual, organizational, and individual challenges remarkable affect talent management (TM), moreover, Gabrel and Al-Ferjani study (2021), Qureshi et al., (2019), Al-Hoshan study (2017), Al-Harithiya study (2015), Al-Jarrah and Abu Dawla study (2015), and Ngozwana and Rugimbana study (2011), while this results differed with the outcome of Mabrouki study (2022), Jannah study (2022), Al-Masry and Al-Agha study (2015), which showed the level of talent management was at a high level.

Conclusion

The talent management level in the present study was identified as moderate, potentially attributed to the company's management not sufficiently motivating talents to undertake new tasks or develop new skills through job rotation. Consequently, it is essential to improve and elevate this level within Brega Petroleum Marketing Company by fostering greater awareness among its leadership regarding the importance of talent management and development. Integrating these practices into the organizational culture is crucial, particularly in areas such as training, monitoring, promoting organizational justice, and encouraging leadership behaviors that support the active participation of subordinates in decision-making processes.

Limitations and Suggestions For Future Research

As with any scientific research in administrative sciences, this study is subject to several limitations. It utilized a case study approach, restricting the generalizability of its findings to other petroleum companies operating within Libya's context. Furthermore, the research was confined to a single managerial level, specifically middle management, within the organization under investigation. Considering the complexity of talent management as a multifaceted issue, future research could address these limitations by conducting comprehensive studies across specific sectors or institutions to either confirm or challenge the current findings. Such studies could also explore the influence of organizational learning on talent management practices.

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