

The Role of Medical Talent Management in Enhancing Organizational Ambidexterity in Private Yemeni Hospitals

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Abstract:

This study aims to analyze the role of medical talent management in fostering organizational ambidexterity, which consists of two essential dimensions: exploitation and exploration, in Yemeni private hospitals. Descriptive-Analytical design methodology was utilized. The target population for this study included all private hospitals across the country, while the sample consisted of 257 participants from selected private hospitals in Sana'a, known for their extensive medical services, categorized as "A" level institution by the Ministry of Public Health and Population in its 2021 assessment. The data were collected using a structured questionnaire and were analyzed by SPSS and AMOS software tools. According to the results, practices of medical talent management were seen to be fairly implemented, while organizational ambidexterity was rated high in these institutions. Furthermore, the results pointed out that medical talent management has a statistically significant impact on organizational ambidexterity and its components exploitation and exploration. The studies recommended that more attention be focused on medical talent management and organizational ambidexterity as a strategic enabler for hospitals in attaining competitive and sustainable organizational outcomes.

Keywords: Medical Talent Management, Organizational Ambidexterity, Enhancing, Hospitals.

Introduction:

Hospitals today strive to adopt modern management methods that enable them to survive and thrive in an environment characterized by complexity and continuous change. Organizational ambidexterity is considered one of the contemporary approaches through which organizations can balance exploitation and exploration activities by leveraging their available capabilities. This balance ensures short-term efficiency while simultaneously seeking new opportunities and adapting to environmental changes, thereby promoting long-term sustainability (Snehvrat et al., 2018). Talent management constitutes a

contemporary field of study within human resource management and is crucial for organizational endurance and sustaining competitive edge. Through effective talent management, organizations can enhance efficiency, effectiveness, and service quality. Implementing talent management strategies in hospitals positively affects not only the institutions themselves but also their employees and the patients who benefit from their services (Mitosis et al., 2021).

In enhancing medical performance, leadership plays a central role in guiding and motivating the workforce toward organizational objectives. Effective leadership, grounded in talent management, is crucial. Human resource management encompasses a leader's capacity to align behavioral competencies and leadership styles to strike a balance between innovation and operational efficiency (Nasution et al., 2024). Effective leadership in healthcare organizations is critical for navigating and driving change, while also cultivating a culture characterized by collaboration, innovation, and adaptability. Within hospital settings, strong and committed leadership plays a pivotal role in encouraging individuals to embrace change and respond proactively to complex and dynamic environmental challenges. Competent hospital leaders—from middle and senior management to clinical specialists—play a vital role in promoting openness and facilitating internal operations (Alhosani & Ahmad, 2024).

Hospitals operate in complex and unstable environments, constantly evolving to deliver optimal patient care through effective diagnoses and treatments (Saeed et al., 2023). A significant number of hospitals confront multiple difficulties, like a growing elderly demographic, intensified competition, governmental constraints, and inadequacies in technology and proficient workforce (Liu et al., 2017; Malathi & Millath, 2019). These global challenges are mirrored in the Yemeni context, where healthcare organizations are affected by shifts in disease patterns, the scarcity and emigration of qualified medical personnel, limited access to rights and benefits, changing patient expectations, technological advancements, and rising healthcare costs (Barahma et al., 2020).

The deficit of skilled individuals in the healthcare field represents an international issue, commonly connected to the movement of the workforce. This calls for robust strategies to retain national and institutional talent while training and preparing them to handle complex scenarios and global changes (Turner, 2018). Organizations today also face demographic challenges related to talent management (Igweh & Kifordu, 2022). A study by Dayel et al. (2020) confirmed that the primary challenge facing the healthcare sector in executing local and global strategies is the shortage of talent. The study emphasized the growing need for human capital and confirmed the positive impact of talent management in healthcare settings.

Addressing the shortage of high-performing staff highlights the need for healthcare providers to adopt talent management strategies to overcome sector-wide challenges. Studies have shown that integrated talent management systems

can enhance organizational efficiency, reduce operational costs, and minimize risks to patient health (Mitosis et al., 2021).

Organizations aiming to achieve organizational ambidexterity recognize that employees are essential resources for effectively engaging in both exploration and exploitation activities (Alkerdawy, 2016). Developing advanced medical services requires the establishment of hospitals capable of keeping pace with scientific and technological developments, and competing effectively with modern healthcare institutions. This necessitates attention to the human element, particularly in attracting, developing, and retaining qualified staff to drive growth and development (Al-Mutairi, 2020). High-involvement human resource management practices are used to promote new ideas and support organizational ambidexterity (Ijigu et al., 2022).

This phenomenon has not been researched and studied in the Yemeni hospital sector, thus the study problem is defined as verifying the role of Medical Talent Management in enhancing Organizational Ambidexterity in Yemeni hospitals, which represents a research gap that can be filled.

Based on the above, the problem can be identified and formulated in the following main question: What is the role of Medical Talent Management in enhancing Organizational Ambidexterity in private Yemeni hospitals?

This study aims to identify the role of Medical Talent Management in enhancing Organizational Ambidexterity in the private Yemeni hospitals.

Literature review:

This study aims to identify the role of medical talent management in enhancing Organizational Ambidexterity in the context of private hospitals in Yemen. It is essential to provide a review of the literature related to each variable and its dimensions to establish a solid foundation for the study.

Organizational Ambidexterity:

Organizational Ambidexterity is the organization's ability to develop processes that can effectively solve problems with minimal effort. Achieving long-term strategic success depends on the strategic mindset that organizations possess, which contributes to exploring and exploiting opportunities (Al-Mansi, 2018). It is the organization's ability to efficiently manage current business requirements while simultaneously adapting to future business needs with high flexibility due to environmental changes (Katou et al., 2021). The organization achieves optimal performance when it balances Exploration and Exploitation, integrating traditional working methods with creativity and adaptability (Kassotaki, 2022).

Organizational Ambidexterity enhances long-term success and excellence by fostering harmony between exploration and exploitation processes (Al-Mehmadi & Al-Qurashi, 2022). Talaja et al. (2023) define it as the organization's capacity to use existing methods in new contexts (exploitation) while concurrently generating and selecting innovative ideas (exploration).

Shenshen and Al-Najjar (2020) Ambidexterity involves balancing two distinct types of organizational activities: exploitation and exploration. Exploitative activities rely on established capabilities, technologies, and products, yielding outcomes that are generally foreseeable. In contrast, exploratory activities focus on innovation and the pursuit of novel approaches, typically characterized by ambiguity and unpredictability in their results (Shenshen & Al-Najjar, 2020). The effective combination of these two activities lies at the core of Organizational Ambidexterity. For example, an adaptable organization can exploit organizational processes to generate ideas for Exploration; or it can develop innovations through effective Exploration and then widely disseminate them through Exploitation (Hamblin et al., 2024). Organizational ambidexterity: serves as a critical strategic capability that allows firms to simultaneously exploit existing competencies while exploring future opportunities, thereby ensuring both immediate competitiveness and long-term viability in volatile market conditions. (Fu et al., 2020), It plays a significant role in achieving organizational excellence (Hadi et al., 2019).

Consequently, contemporary hospital administrators place increasing emphasis on achieving a balance between exploratory and exploitative activities, aiming to cultivate organizations capable of operating ambidextrously (Foglia et al., 2019). Recent studies have concerned themselves with the style of Organizational Ambidexterity as a motivator for innovation and creativity, enabling organizations to generate positive ideas and perform efficiently through knowledge foundations.

Most writers and researchers agree that Organizational Ambidexterity consists of two dimensions: Exploitation and Exploration, based on the literature addressing Organizational Ambidexterity. This study focused on these two dimensions.

Medical Talent Management:

Effective talent management in healthcare institutions is crucial for meeting strategic objectives. Cultivating talent in hospitals leads to improved employee morale, reduced operational expenses, and enhanced patient service outcomes. Talent management strategies and solutions that enhance talent enable healthcare executives to improve clinical and financial outcomes now and in the future (Taie, 2015). Talent management represents a strategic approach adopted by contemporary organizations, including healthcare institutions, to effectively navigate various organizational challenges. In the hospital context, this approach plays a vital role in enhancing service quality, strengthening competitive positioning, and improving overall financial performance (Dzimbiri & Molefakgotla, 2021).

Talent management is considered a strategic approach that includes attracting, assessing, and selecting qualified individuals, developing them, and retaining them. The entire process is aimed at ensuring a consistent pipeline of skilled and high-performing employees who contribute to the productivity of the organization (El Dahshan et al., 2018). According to Supi et al. (2023), talent management can

be conceptualized as an ecosystem within the organization comprising interconnected processes, structural interventions, and cultural norms systematically instituted to optimize human capital acquisition, development, and retention.

This strategic framework enables organizations to bridge current capabilities with future requirements, addressing the universal challenge of workforce sustainability. Within healthcare systems, effective talent management operates as a predictive mechanism, ensuring optimal alignment between clinical competencies and institutional demands through precise workforce planning and deployment strategies (Pomaranik & Kludacz-Alessandri, 2023).

This study concentrated on four dimensions: Attraction, Development, Retention, and Performance Management.

Hypothesis Development:

The idea that talent management is a core strategic function that facilitates the adaptability and competitiveness of organizations has gained particular importance in knowledge-intensive healthcare sectors, where it often has a strong impact on organizations' ability to innovate. Individuals with essential skills to achieve organizational goals are generally referred to as "talents," and the process involving the acquisition, development, retention, and systematic performance management is considered talent management (Collings & Mellahi, 2009). Within the four walls of an excellent hospital, medical talent also means the workforce's capability to use knowledge and skills to bring new ideas to life and to be ready for an eventual change fast, flexibly, and efficiently. Of the skills characteristic of an ambidextrous person, the one that healthcare organizations need to possess is ambidexterity, to be able to learn something new (exploration) and utilize their already existing skills (exploitation) at the same time (O'Reilly & Tushman, 2013). Past scientific contributions have indicated that such talent management practices that enable effectiveness also support a good environment for learning, collaboration, and agility, which in turn are necessary for understanding the side effects of exploration and exploitation (Tarique & Schuler, 2010; Al Ariss et al., 2014). Furthermore, medical professionals who are strategically nurtured and retained are the most capable of discovering and generating (if any) the necessary innovations in processes, thus giving hospitals the opportunity to withstand all changes and adapt to new challenges (Sparrow et al., 2015). It is expected in private hospitals that the strategic management of medical talent will be the most effective factor in enhancing organizational ambidexterity, leading to:

Main Hypothesis (H1): Medical Talent Management positively influences the Organizational Ambidexterity.

Talent management is increasingly seen as a strategic enabler of organizational ambidexterity in its own right, by affecting both exploration and exploitation capabilities (Collings, Mellahi & Cascio, 2017). In sectors such as health systems, which thrive on dynamism, the ability to search for new knowledge and innovate

while refining existing processes is vital for long-term sustainability. Medical talent, which refers to physicians, specialists, and health professionals, is a critical resource that can systematically be tapped into in support of both capacities.

1. Talent Management and Exploitation:

Exploitation is described as being concerned with the efficient use of existing resources, routines, and capabilities for productivity, consistency, and quality improvements (O'Reilly & Tushman, 2013). In hospitals, this entails optimizing procedures, standardizing clinical operations, and maximizing patient flow and service delivery. Talent management supports exploitation by retaining experienced medical practitioners, efficiently managing performance, and nurturing best practices through feedback and evaluation mechanisms (Sparrow et al., 2015). For instance, hospital-oriented performance appraisal systems help ensure that physicians consistently follow clinical guidelines and standards for efficiency. Furthermore, those strategies to decrease turnover and promote sharing of knowledge among senior medical personnel are directly tied to the hospitals' operational excellence. Once talent is strategically managed, hospitals can establish reliability and reduce variability of care quality, which are the benchmarks of successful exploitation (Al Ariss et al., 2014). This leads to:

Hypothesis (H1.1): Medical talent management positively influences the exploitation.

2. Talent Management and Exploration:

Organizational exploration refers to the pursuit of knowledge, experimentation with new ideas, and risk-taking for the purposes of innovation and incorporation to stable environments (March, 1991). In the realm of health care, this translates to a commitment to new medical technologies, innovations in treatment, and considerable efforts toward enhancing patient care services. Talent management, particularly in the area of development and empowerment practices, is directly involved in enhancing the exploratory capacity implemented by an organization. According to Tarique and Schuler (2010), giving support to medical staff to train, encourage interdisciplinary collaboration, and support research engagement enables the workforce of healthcare organizations to be more innovative and create solutions. Furthermore, recruiting high-potential talents and developing their career paths build a culture of growth and experimentation (Collings & Mellahi, 2009). Such entities encourage the culture of learning and agility, both vital prerequisites for exploration. This leads to:

Hypothesis (H1.2): Medical talent management positively influences the exploration.

The proposed conceptual model suggests that Medical Talent Management positively influences both dimensions of Organizational Ambidexterity—

Exploitation and Exploration—thereby fostering strategic balance and long-term performance in the healthcare sector.

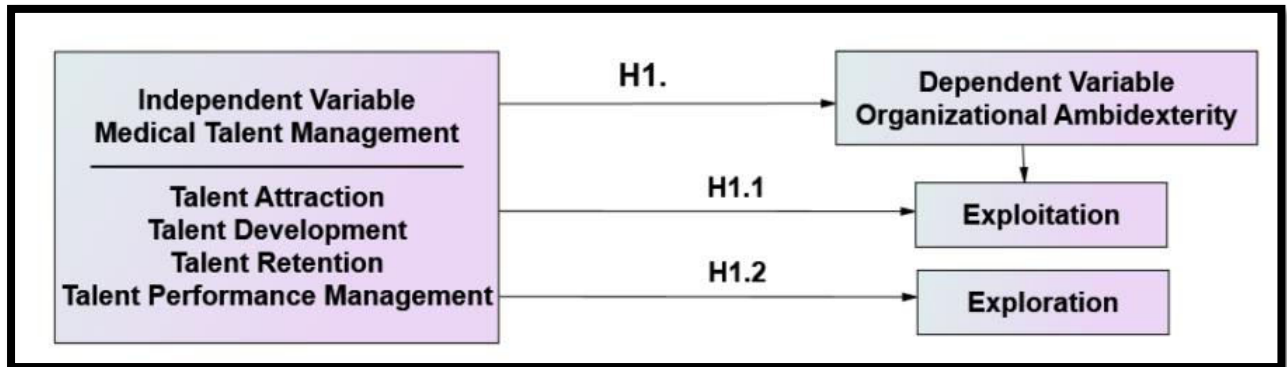


Figure 1: Study Model

Research method:

This study employs a descriptive-analytical methodology to investigate the influence of Medical Talent Management on Organizational Ambidexterity in private Yemeni hospitals. This methodology is appropriate as it enables a comprehensive analysis of the variables and their interrelationships within a specific organizational context.

Study Population and Sample:

The target population of this study comprises all private hospitals operating within Yemen. However, given the prevailing conditions in the country and associated logistical constraints, the research was restricted to private hospitals located in Sana'a that were awarded an "A" classification according to the Ministry of Health's 2021 evaluation. The hospitals were selected based on two main criteria:

- * **Reliability:** to ensure quality and adherence to international standards.
- * **Specialization:** Hospitals representing a diverse range of medical specialties were selected to capture a broader perspective on Medical Talent Management and Organizational Ambidexterity.

The hospitals are:

- University of Science and Technology Hospital
- Azal Hospital
- Modern European Hospital
- Arab International Hospital
- Dr. Abdul Qadir Al-Mutawakkil Hospital
- Modern German Hospital
- Al-Yemen Al-Saeed Hospital
- German Saudi Hospital.

The study sample included all administrative leaders in these hospitals, such as general managers, department heads, and section heads, totaling 257 individuals.

Data Collection Instrument:

A structured questionnaire served as the main instrument for data collection in this study. Having gained recognition for its efficiency and adaptability, the method is capable of retrieving accurate and reliable data with minimal time and resource requirements. The questionnaire was constructed on the basis of extensive literature review, while being modified to suit the Yemeni context. It was constructed to assess the following key variables:

* **Dependent Variable:** Organizational Ambidexterity.

* **Independent Variable:** Medical Talent Management.

Confirmatory Construct Validity:

Construct validity was examined using Confirmatory Factor Analysis (CFA) conducted through AMOS software, which is appropriate for testing the measurement model's structure. The data collected from the questionnaire were tested against the assumed measurement model using goodness-of-fit indicators. The model was evaluated for acceptance or rejection based on the indicators outlined by Tigza (2012).

Table 1: Goodness-of-Fit indicators.

| Indicators | Fit Quality |
|--|-------------|
| The ratio of Chi-square to degrees of freedom | > 5 |
| Comparative Fit Index (CFI). | < 0.90 |
| Tucker-Lewis Index (TLI). | < 0.90 |
| Incremental Fit Index (IFI). | < 0.90 |
| Root Mean Square Error of Approximation (RMSEA). | 0.08 > |

Source: (Tigza, 2012).

CFA for the Organizational Ambidexterity Scale

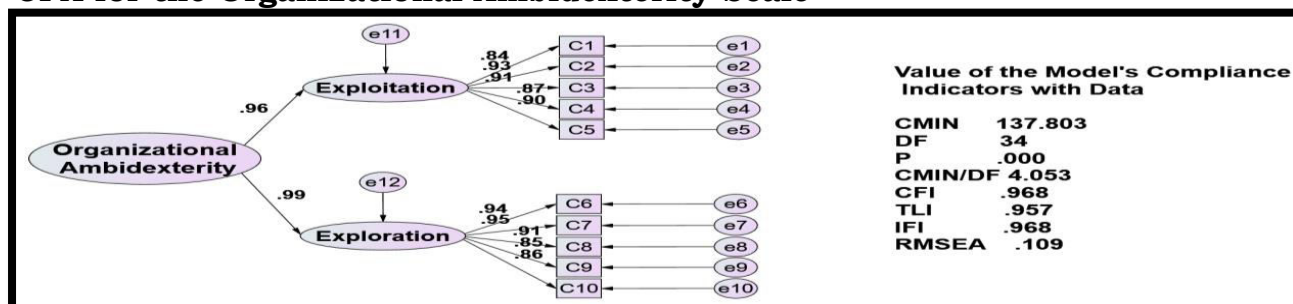


Figure 2: Model for measuring Organizational Ambidexterity before modification.

As shown in Figure 2, the standardized regression weights linking the latent variables to their observed indicators exceeded the recommended threshold of 0.50, indicating acceptable construct validity. All fit indices met the acceptable criteria, except the RMSEA, which was $0.109 > 0.08$.

To address this, the program's modification indices were used to identify and constrain pairs of items with high shared variance. These adjustments led to improved model fit, as demonstrated in Figure 3, which illustrates the refined model for measuring Organizational Ambidexterity.

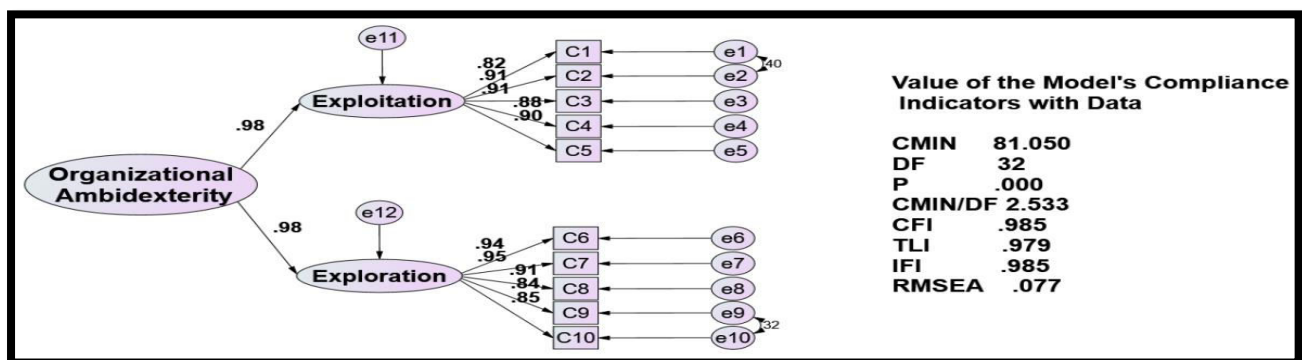


Figure 3: Model for measuring Organizational Ambidexterity after modification.

The results confirm that the observed data aligns well with the theoretical measurement model for Organizational Ambidexterity, as supported by the fit indices in Table 2.

CFA for the Medical Talent Management Scale

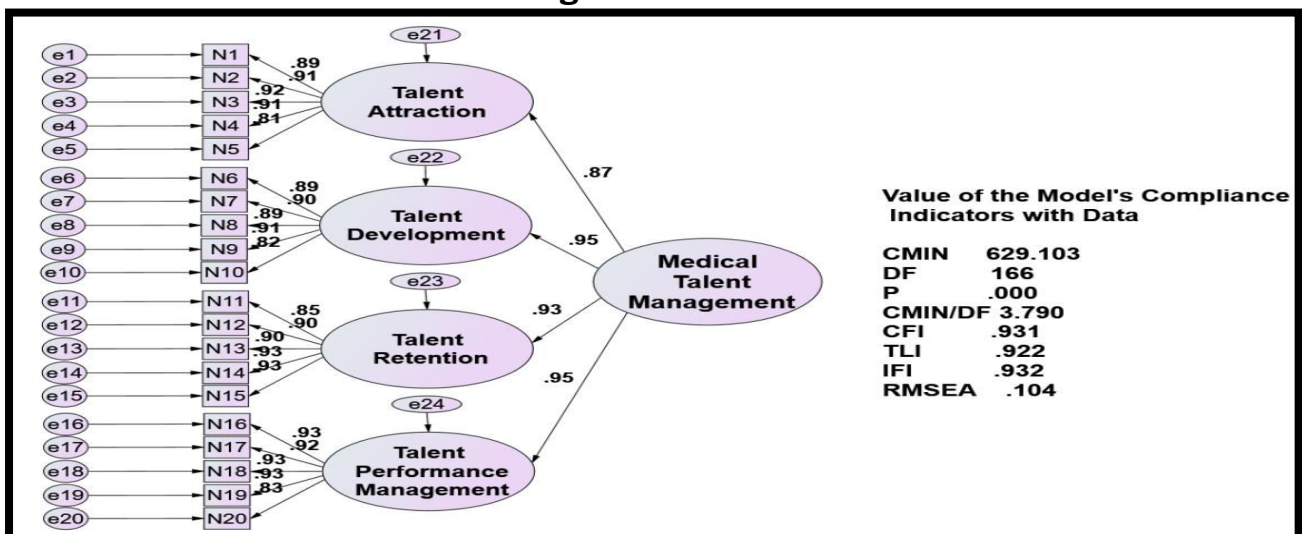


Figure 4: Model for measuring Medical Talent Management before modification.

The initial CFA model demonstrated an adequate fit based on the majority of fit indices, except for the RMSEA, which was $0.104 > 0.08$. Using the modification indices suggested by AMOS, two items (N2 and N17) were removed due to high shared variance, resulting in a refined model with 18 items instead of the original 20. These items measured the four dimensions of Medical Talent Management.

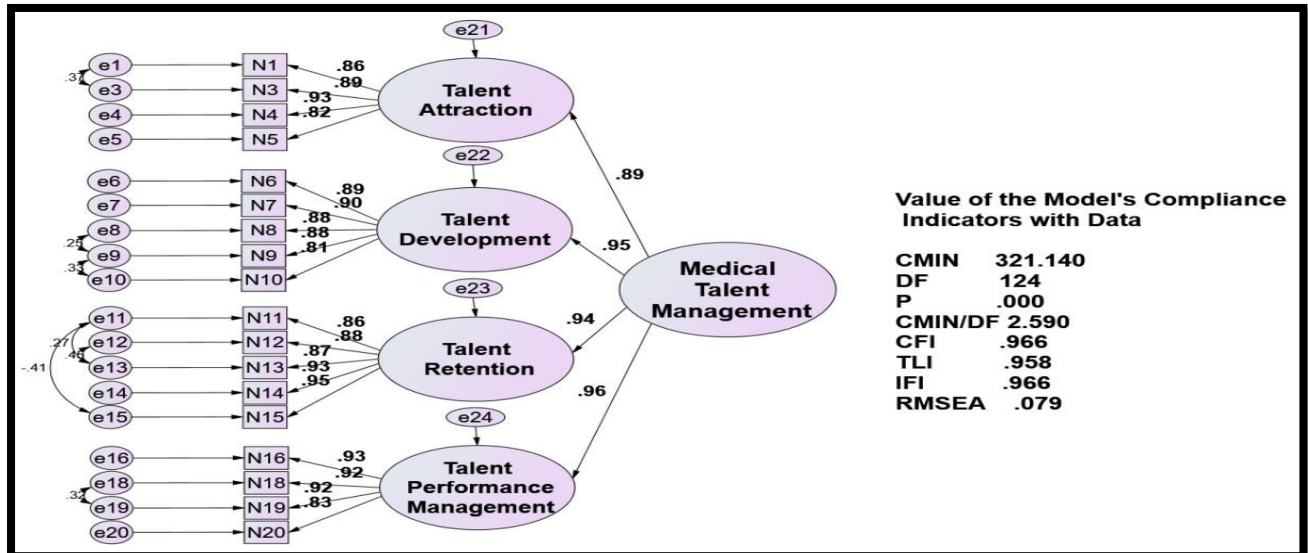


Figure 5: Model for measuring Medical Talent Management after modification.

The updated model achieved acceptable fit across all indices, confirming its validity. The fit indicators, as shown in Table 2, support the measurement model for Medical Talent Management.

Table 2: Results of the construct validity of the variables.

| Dimension | Statement Code | Standardized Regression Weights | Composite Reliability (CR) | Average Variance Extracted (AVE) |
|-------------------|----------------|---------------------------------|----------------------------|----------------------------------|
| Exploitation | C11 | 0.82 | 0.95 | 0.78 |
| | C12 | 0.91 | | |
| | C13 | 0.91 | | |
| | C14 | 0.88 | | |
| | C15 | 0.90 | | |
| Exploration | C21 | 0.94 | 0.96 | 0.81 |
| | C22 | 0.95 | | |
| | C23 | 0.91 | | |
| | C24 | 0.84 | | |
| | C25 | 0.85 | | |
| Talent Attraction | N11 | 0.86 | 0.93 | 0.77 |
| | N13 | 0.89 | | |
| | N14 | 0.93 | | |
| | N15 | 0.82 | | |
| Talent | N21 | 0.89 | 0.94 | 0.77 |

| | | | | |
|-------------------------------|-----|------|------|------|
| Development | N22 | 0.91 | | |
| | N23 | 0.88 | | |
| | N24 | 0.88 | | |
| | N25 | 0.81 | | |
| Talent Retention | N31 | 0.86 | 0.95 | 0.81 |
| | N32 | 0.88 | | |
| | N33 | 0.87 | | |
| | N34 | 0.93 | | |
| | N35 | 0.95 | | |
| Talent Performance Management | N41 | 0.93 | 0.95 | 0.82 |
| | N43 | 0.92 | | |
| | N44 | 0.92 | | |
| | N45 | 0.84 | | |

According to the results rendered in table 3, all dimensions of the studied variables reached a Composite Reliability (CR) value greater than the proposed threshold of 0.70, indicating that such dimensions have internal consistency. The Average Variance Extracted (AVE), on the other hand, is more than 0.50 for each construct, thus authenticating the convergent validity of the measurement model, as recommended by the authors Hair et al. (2017).

Testing the study hypotheses:

To examine the primary hypothesis and address the central research question, a structural model for Medical Talent Management and Organizational Ambidexterity was created, as shown in Figure 6.

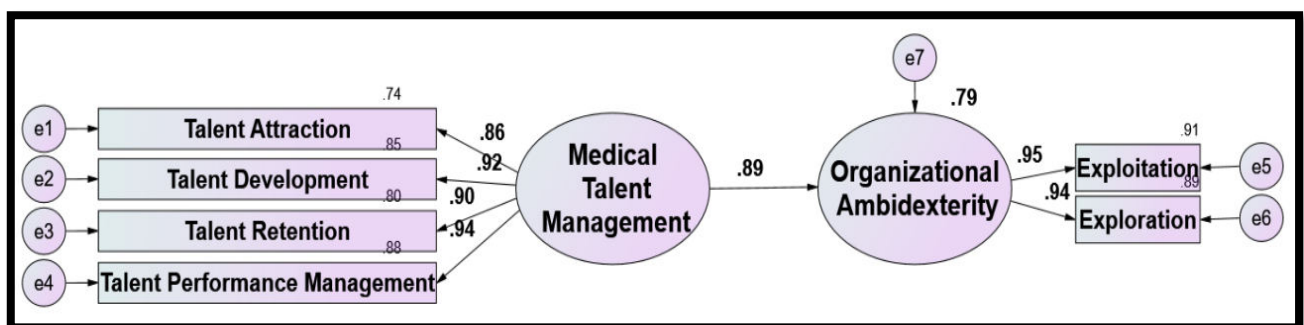


Figure 6: Model of Medical Talent Management and Organizational Ambidexterity.

The coefficient of determination (R^2) reveals that Medical Talent Management accounts for (79%) of the variance in Organizational Ambidexterity. This highlights its substantial and influential role in strengthening ambidextrous capabilities within private hospitals in Yemen.

Table 3: Estimates of the Regression Weights for the Impact of Medical Talent Management on Organizational Ambidexterity.

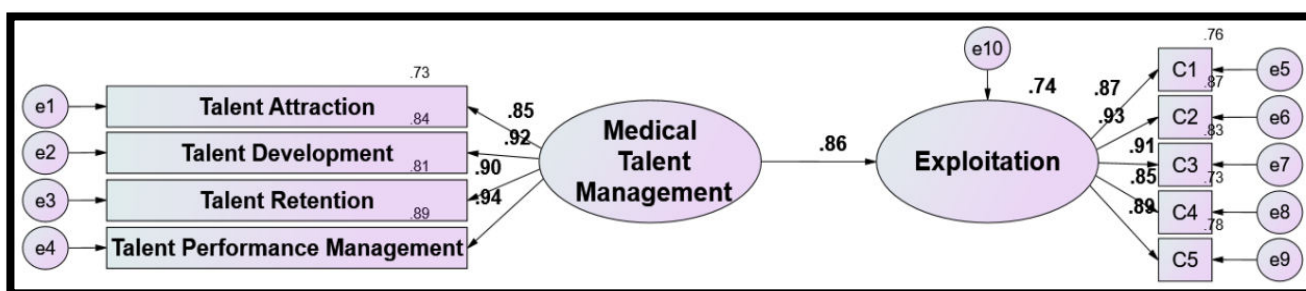
| Independent Variable → Dependent Variable | Estimate | SE | CR | P |
|--|----------|------|--------|-----|
| Medical Talent Management → Organizational Ambidexterity | 0.89 | .037 | 20.598 | *** |

Indicates a statistically significant positive effect of Medical Talent Management on Organizational Ambidexterity in the private Yemeni hospitals. This means that for every one-unit increase in the influence of Medical Talent Management, Organizational Ambidexterity increases by (0.89).

Based on these findings, the main hypothesis is accepted.

The main hypothesis branches into the following sub-hypotheses:

To test the first sub-hypothesis, a structural model was developed for Medical Talent Management and Exploitation.

**Figure 7. Model of Medical Talent Management and Exploitation.**

The coefficient of determination (R^2) indicates that medical talent management explains (74%) of the variance in utilization, demonstrating that it plays an important role in improving performance, such as increasing operational efficiency and the quality of health services, and optimizing human and material resources, which reflects on achieving strategic goals.

Table 4: Estimates of the Regression Weights for the Impact of Medical Talent Management on Exploitation.

| Independent Variable → The first dimension of the dependent variable | Estimate | SE | CR | P |
|--|----------|------|-------|-----|
| Medical Talent Management → Exploitation | 0.86 | .041 | 9.209 | *** |

The test indicates a statistically significant positive effect of Medical Talent Management on Exploitation in the private Yemeni hospitals. This means that for every one-unit increase in the influence of medical talent management, Exploitation increases by (0.86).

Based on this, the first sub-hypothesis is accepted.

To test the second sub-hypothesis, a structural model was developed for Medical Talent Management and Exploration.

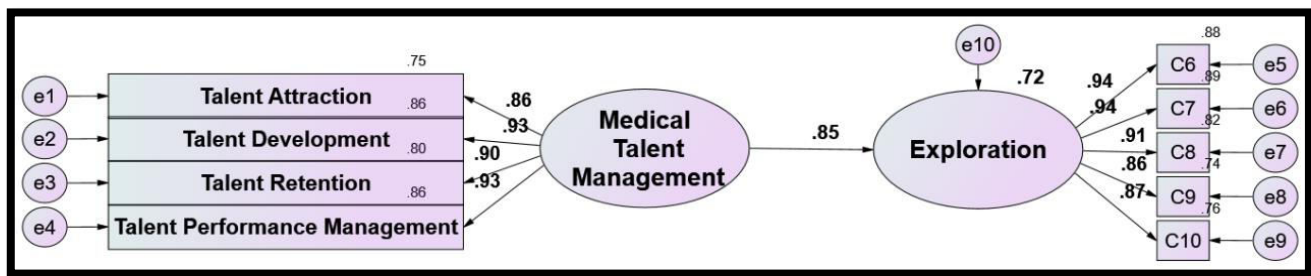


Figure 8: Model of Medical Talent Management and Exploration.

The coefficient of determination (R^2) indicates that Medical Talent Management explains (72%) of the variance in Exploration, suggesting its ability to seek new solutions, innovate, develop distinctive ways of working, and adapt to new challenges and opportunities.

Table 5: Estimates of the Regression Weights for the Impact of Medical Talent Management on Exploration.

| Independent Variable → The second dimension of the dependent variable | Estimate | SE | CR | P |
|---|----------|------|-------|-----|
| Medical Talent Management → Exploration | 0.85 | .042 | 8.607 | *** |

The test indicates a statistically significant positive effect of Medical Talent Management on Exploration in the private Yemeni hospitals. This means that for every one-unit increase in the influence of Medical Talent Management, Exploration increases by (0.85).

Based on this, the second sub-hypothesis is accepted.

Discussion:

The Study explores the role of medical talent management in effect organizational ambidexterity in Yemen's private hospitals. Findings present key theoretical and managerial insights regarding health management.

1. The study very strongly confirmed a statistically significant positive effect of medical talent management on enhancing organizational ambidexterity, These findings align with prior literature emphasizing the strategic role of human capital in enabling organizations to balance innovation with operational efficiency (Collings & Mellahi, 2009; O'Reilly & Tushman, 2013; Abdel Rahman & Emam, 2022; Ahmed, 2022; Latukha et al., 2022; Dawood & Amanah, 2021; Abu Ziada, 2020).

2. The observed positive relationship between talent management and exploitation confirms that effective HR practices—such as performance management and retention strategies—help institutionalize knowledge, reinforce clinical routines, and improve service consistency. This is consistent with the findings of (Sparrow et al., 2015; Ibrahim et al., 2020; Radwan, 2020) who

emphasized the role of experienced medical staff in maintaining high standards of quality and efficiency.

3. Similarly, the positive influence on exploration suggests that when hospitals invest in attracting, developing, and empowering medical professionals, they enhance their ability to adapt to environmental changes and pursue innovative practices. This supports previous research indicating that talent development fosters a culture of learning and experimentation (Tarique & Schuler, 2010; Ibrahim et al., 2020; Radwan, 2020).

4. These findings present substantial opportunities for hospital managers and policymakers in Yemen, especially if medical talent management is placed at the center of hospital(it) policy in order to:

- *Improve service quality: A skilled workforce that is motivated would be in a better position to give high-quality patient care.

- *Enhance efficiency: Talent management will help toward better productivity and an optimized use of resources.

- *Foster innovation: Hospitals can build a culture of innovation and adaptation to the healthcare advancements by attracting and developing individuals with media skills and perspectives.

- *Attract and retain talent: Sophisticated talent management practices will help hospitals in their war for skilled medical professionals and reduce the effect of brain drain.

4. This study adds to the fast-growing body of literature detailing the strategic importance of human capital in health care organizations, specifically highlighting the role of medical talent management in establishing organizational ambidexterity in difficult environments, such as Yemen. The results call on hospitals to invest in talent management practices that promote both exploitation and exploration for organizational performance and better patient care.

Conclusion:

This study demonstrates the importance of Medical Talent Management in private hospitals in Yemen as a most crucial driver of Organizational Ambidexterity. The study outlined that effective talent management practices enhance employee performance and organizational efficiency, leading to improved quality of healthcare services—all of which, in turn, promote organizational ambidexterity.

Another way through which investment in medical personnel development and career advancement leads to job satisfaction and enhanced organizational commitment, thereby securing a stable workforce.

Despite these positive changes, this study recognized that Medical Talent Management has not been fully tapped. In this regard, it recommends the formulation of overall policies that will focus on the attraction, development, and retention of medical talent, according to the belief that human capital is the number-one asset in the eye of healthcare institutions.

Recommendations:

The study suggests the following recommendations based on the previous results:

- Develop national talent management strategies: Formulate comprehensive policies and initiatives to support the development and retention of medical talent in Yemen.
- Provide incentives for private hospitals: Offer financial and non-financial incentives to encourage private hospitals to invest in talent management practices and Organizational Ambidexterity.
- Strengthen healthcare education and training: Invest in improving the quality of medical education and training programs to produce skilled healthcare professionals who can contribute to both Exploitation and Exploration activities.
- Facilitate knowledge transfer and collaboration: Promote partnerships and collaborations between private hospitals, research institutions, and international organizations to facilitate knowledge transfer and innovation in healthcare.

By adopting the proposed recommendations, private hospitals in Yemen can strengthen their medical talent management systems, promote greater organizational ambidexterity, and, as a result, enhance the overall quality of healthcare services delivered to the population.

Limitations and Future Directions:

First: The study surveyed hospitals in only one city that received a high rating, so the representativeness of the study is not high. The results may not be representative of other governorates and cities in Yemen.

Second: As this study was carried out within a defined timeframe, its representativeness may be constrained. Consequently, future research is encouraged to include a broader range of governorates and cities across different periods to develop a more comprehensive and nuanced understanding of how Medical Talent Management influences Organizational Ambidexterity.

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