




## A Pathway from Talent Attraction to Creative Self-Efficacy: Career Satisfaction as a Mediating Mechanism

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### ABSTRACT

The extant study sought the prevalence of Talent Attraction (TA), and its impact on Creative Self-Efficacy (CSE) together with Career Satisfaction (CS). The approach used is inclusive – the assumption that all FLMs are the talented in private banks in Sindh, Pakistan. The hypothetical causal relationships are supported with the Resource Based View Theory. The methodology contains a positivism philosophy, hypothetical deductive approach. It is therefore, quantitative with a survey based design and cross-sectional form in time horizon. For the collection of data five point Likert Scale was adapted from previous studies. The population in the study is frontline managers (FLMs) working in top ten private banks of Sindh, Pakistan. While, the sampling technique includes probability sampling with random selection method for the research. The sample size is specified at 375 responders out of an absolute population of 5367 FLMs. The data analysis and interpretation involved SPSS and SmartPLS. Firstly, the measurement model was assessed for internal consistency, reliability, Cronbach's alpha, composite reliability, convergent validity, discriminant validity. Secondly, structural model was evaluated for collinearity diagnosis, path coefficient, explanatory power, predictive power, and the model fit. This led to the final results and discussions of the extant study. The study's findings show positive hypothesized relationship of talent attraction practices with career satisfaction of front-line managers (FLMs) in private banks. The career satisfaction also positively predicted the creative self-efficacy of front-line managers (FLMs) in private banks. Similarly, career satisfaction positively mediated the relationship between talent attraction creative self-efficacy. According to results one hypothesis, about the positive prediction of talent attraction on creative self-efficacy, was rejected. Therefore, private banks must develop their effective talent attraction strategy for Frontline Managers (FLMs) to exhibit career satisfaction. These efforts must then translate long-term career satisfaction to facilitate strong creative self-efficacy. HR practices need to develop a talent based work culture which necessarily improves career satisfaction, and allows FLMs' drive and innovative potential to thrive.

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## 1. Introduction

Globalization, technological advancement, socio-economic, political, legal and demographic dimensions have risen the circumstances for organizations to augment the emphasis over talent attraction (Elegbe, 2016). Therefore, firms use a variety of strategies to target various talent groups (Lee et al., 2022). Global business communities strive to acquire employees who can be viewed as organizational assets, and specifically focusing on effective

talent management in organizations (Sandeepanie et al., 2023). Effectiveness in talent attraction strategy weighs significance for the sustainability of organization. Such strategy improves human capital power along with capacity to face disruptions whether they are man-made or natural (Mujtaba & Mubarik, 2022). Employees with talent are not less than lifeline. Organizations' successful running, profit orientation, competitive advantage, are possible only when talent is effectively managed. The realization prevails that talent and skill of employees are the foremost drivers determining success of organizations in this era of competitive milieu (Maurya & Agarwal, 2018). Researchers have urged for more research into the TM "black box" and processes that relate TM practices to critical results (Mensah, 2019). Organizations have come to conclude that talent is a crucial strategic resource and an unavoidable issue (Amushila & Bussin, 2021). Therefore, firms use a variety of strategies to target various talent groups (Lee et al., 2022). Due to changing organizational settings, talent shortages, and heightened rivalry in global marketplaces, talent management has significant effects on organizations (Bhatia & Baruah, 2020). Study of Shafique and Zia-ur-Rehman (2021) underlined the significance of talent management in Pakistan's banking industry for predicting organizational outcomes. Consequently, encompassing inclusive philosophy with micro (individual) and meso (organizational) level, the extant study seeks the impact of Talent Attraction on Career Satisfaction, and thereupon Creative Self-Efficacy. The theory underpinned is Resource Based View (RBV). The context of the study in top ten private commercial banks namely ABL, Askari Bank, Bank Al-Habib Ltd., Bank Alfalah, HBL, Habib metro, JS Bank, MCB, UBL, and Faysal Bank. The targeted respondents are Frontline Managers designated as Branch Managers, Operations Managers, and Relationship Managers.

### **1.1. Significance**

IN the reports published by World Economic Forum (WEF) and the Organization for Economic Cooperation and Development (OECD) since 1980, emphasis is given over significance of talented individuals, education and the manpower (Sparrow, Brewster, & Chung, 2016). The reports depict that various countries have devised policies and practices for hunting global talent through education and development in order to enhance the capabilities and innovations for their industries (Buracas & Navickas, 2017). In this era, for the success of any business, effective talent management has become inevitable strategy. The realization prevails among HR professional that talent attraction important for an organization (Ifeoma, Purity, & Okoye-Nebo, 2015). In conclusion, by examining the link between talent attraction, career satisfaction, and creative self-efficacy within the specific setting of private banks in Sindh, Pakistan, this research identifies a significant research scope.

### **1.2. Research gap**

Arguments witnessed in literature show that talent attraction has been studied with various employee and organizational factors (Azma et al., 2019; Malik & Singh, 2022; Rumawas, 2021). Similarly, career satisfaction has been studied with performance appraisal, promotion and employees' turnover intention (Aburumman et al., 2020), and with numerous other variables (Awan et al., 2021; Li et al., 2017; Li et al., 2022; Srivastava & Madan, 2020). While exploration of vigorous research studies on creative self-efficacy it is found that CSE has been studied with multicultural experience and originality (Puente-Diaz et al., 2020), inclusive leadership, innovative work behavior (Javed et al., 2021), and various other factors (Han & Bai, 2020). Maurya and Agarwal (2018) suggest that more elaborative studies are required on talent management, and Almomani, Sweis and Obeidat (2022) recommends for private sector fields such as banking. Based on these recommendations, and absence of rigorous study in literature on the model presented, the researchers consider it as huge gap and novelty of extant study to investigate relationship between talent attraction, career satisfaction and creative self-efficacy

### **1.3. Aims & Objectives**

The aim of this study is to determine the impact of Talent Attraction on Career Satisfaction (CS) and Creative Self-Efficacy (CSE), in which Career Satisfaction is studied as a mediator. The study is conducted in top ten private banks in Sindh, Pakistan. Sequel to aim of the study the researcher has proposed the following specific objectives:

1. To examine the direct impact of talent attraction on FLMs' career satisfaction.
2. To examine the direct impact of talent attraction on FLMs' creative self-efficacy.
3. To examine the direct impact of FLMs' career satisfaction on FLMs' creative self-efficacy

4. To examine the impact of talent attraction on creative self-efficacy through career satisfaction.

## **2. Literature Review**

Studies on TM depict varying practices, for example, Ahuja and Ranga (2022) included conducive environment, effective training & development, effective training & development programs and employee retention among TM practices (Mujtaba & Mubarik, 2022). In the study of Maurya and Agarwal (2018). TM practices are ones that display a mindset of talent management, attraction and recruitment of talent, talent identification and differentiation, developing others, establishing and maintaining positive relations, provision of meaningful and challenging work environment, fair remuneration and rewards, managing balance of work and life. Further, talent recruitment practices, employee engagement, compensation practice, training & development practice were taken into account to measure TM (Abdullahi, Raman, & Solarin, 2022). While many scholars used TM practices as single construct (Abdullahi, Raman, & Solarin, 2022; Kravariti et al., 2023). However, this study is confined to TM practice of Talent Attraction.

### **2.1. Talent Attraction**

It refers to the process of hiring qualified employees who can provide value to organizations. How to find this group of highly qualified individuals is a big issue when there is a talent shortage (Oseghale et al., 2018). Accordingly, firms use a variety of strategies to target various talent groups on the external labour market via consulting groups, unofficial networks, and professional bodies (Lee et al., 2022). The process of drawing in and hiring the best people for a company is referred to as talent attraction. For HR managers, especially in the current competitive labour market, it is a significant problem. Organizations need to emphasize their brand image to attract highly potential job seekers (Banerjee & Gupta, 2019). Knowledge workers are drawn to financial incentives like as compensation, employee perks, and variable pay (Schlechter, Hung, & Bussin, 2014). It has been discovered that Corporate Social Performance (CSP) helps with talent acquisition, although further study is needed to determine its effects in the Sri Lankan setting (Lewwanduwage, Amarakoon, & Rupasinghe, 2016). Rewards are also essential for boosting employee motivation, attraction and increasing organizational productivity (Mabaso & Moloj, 2016). Organizations use numerous talent selection procedures, including as application analyses, interviews, and psychological tests, to find the most knowledgeable and talented people once they have discovered knowledgeable workers using a variety of ways (Cooke, 2017).

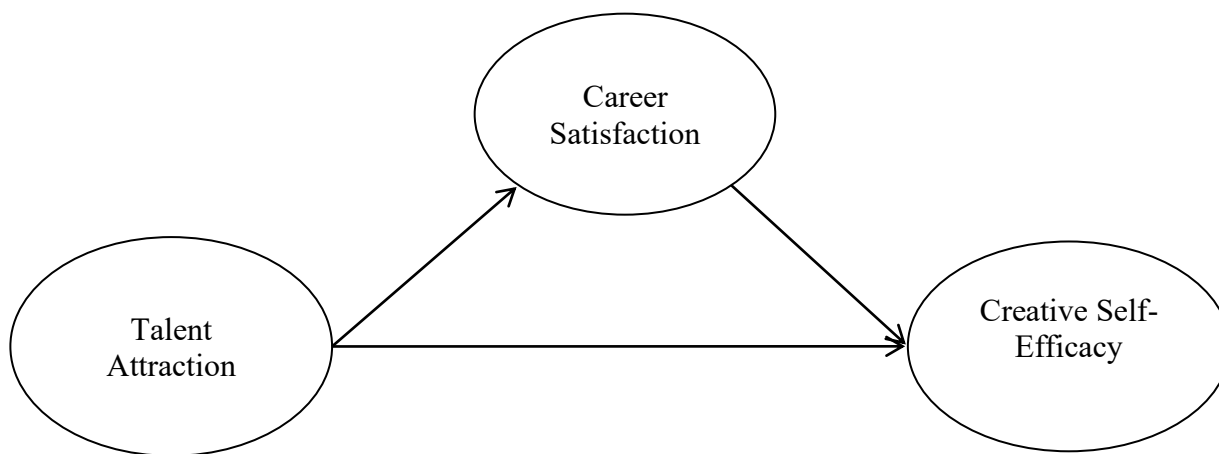
### **2.2. Career Satisfaction**

Career satisfaction is defined as feeling of pleasure towards career with positive mind of success in career. Though foundational concept of career satisfaction and job satisfaction are same, but yet both vary substantially in the sense that job satisfaction is derived from work itself – the task performed at work. On the other hand, the career satisfaction is mainly concerned with employees' progressive, prospective and significant career (Li et al., 2022). It is the satisfaction that arises from intrinsic and extrinsic parts of their careers. Compensations and promotions amounts to be part of intrinsic approach, and performance appraisal, training and development of employee include the external satisfaction (Aburumman et al., 2020). The term career satisfaction is drawn from subjective career success. It is a perception of an employee which fluctuates for being satisfied and dissatisfied time to time (Hamid & Amir Ishak, 2019). It is confined to one's understanding and appraisal of own success an individual with the satisfaction in the career life (Stauffer et al., 2019).

### **2.3. Creative Self-efficacy**

The concept of creative self-efficacy refers to the notion that one has the power to make creative outcomes (Tierney & Farmer, 2002). This personal trait can also be informally characterized as self-evaluation of creative potential (Beghetto, Kaufman, & Baxter, 2011). Creative self-efficacy, which is based on Bandura (1977) idea of self-efficacy, is seen to be essential to an individual's creative performance at work (Wang et al., 2022). It is belief that one has potential to produce results that are innovative and creative. Individual motivation and capacity to complete tasks are influenced by general self-efficacy. In the domain of innovation and creativity, the term CSE follows general self-efficacy. It amounts to be an endeavor towards performance of creative tasks (Liu et al., 2021).

**Figure 1: Conceptual Model**



#### **2.4. Hypotheses**

A hypothesis is a concept to explain a phenomenon that has to be put to the test using scientific means. It is based on earlier observations that cannot be explained in any other way (Baig & Khann, 2014). The process of developing a hypothesis entails coming up with a claim that foretells what will happen in a research study based on past information or examination of published material (Shardlow et al., 2018). In evidence-based research, a strong hypothesis is essential since it forms the basis of a research proposal and directs the design of the study and selection of the sample size (Mourougan & Sethuraman, 2017). Following these guidelines enabled researcher to develop hypotheses as following, thus contributing to scientific knowledge.

H1: Talent attraction positively predicts FLMs' career satisfaction.

H2: Talent attraction positively predicts FLMs' creative self-efficacy.

H3: Career satisfaction positively predicts FLMs' creative self-efficacy

H4: Career satisfaction positively mediates the effect of talent attraction on FLMs' creative self-efficacy.

### **3. Research Methodology**

A research study's methodology is the overarching theoretical framework that guides the researcher's decision to use a certain set of procedures and how that set of methods is ultimately expected to yield certain results (Saharan et al., 2024). The systematic and theoretical examination of the procedures used in an area of research is referred to as methodology. The term methodology in the phenomenon of research denotes to the whole strategy utilized to carry out a study, containing the procedures and methods applied to gather and analyze data (Delios et al., 2023).

#### **3.1. Research Design**

A research design is a purposeful and structured approach that a researcher adheres to while undertaking a scientific investigation (Weyant, 2022). It pertains to the methodology structuring the collection and analysis of data, assessing the quality of business research through reliability, replicability, and validity. It includes quasi-experiment, cross-sectional, longitudinal, case study, and comparative designs (Bell, Bryman, & Harley, 2022). To define the research philosophy, method, strategy, choice, time horizon, technique, and process, the extant study used the "research onion" model. The layers of an onion-shaped representation of the research process in this model make it easy to grasp the whole process according to (Wu, Li, & Zhang, 2025). This study used a quantitative, explanatory research methodology to investigate the association between Talent Attraction (TA) and Creative Self-Efficacy (CSE), with Career Satisfaction (CS) serving as a mediating variable. The design enabled empirical data to be used to test hypotheses and determine cause-and-effect relationships between components.

#### **3.2. Data Collection Tool & Procedure**

The collection of primary data procedure involved 5-point Likert scale adapted from previous studies. The sources of questionnaire are Lyria (2015) for talent attraction with six items, Greenhaus, Parasuraman and Wormley (1990) for career satisfaction with five items,

and Carmeli and Schaubroeck (2007) for creative self-efficacy with eight items. Minor modifications in questionnaire include for talent attraction replacing “this/my company” with my bank. The data on questionnaires was collected by personally approaching and through postal services from FLMs of various banks working top ten commercial banks located in various cities of Sindh. Additionally, few responses were also obtained through Google doc survey since web-based surveys are quick, affordable, and offer the greatest way to approach the respondents (Ebadi & Rahimi, 2017).

### 3.2.1. Population

For this research, the researcher targeted Frontline Managers (FLMs), for the collection of data through self-administered 5-point Likert scale. Total number of FLMs working in top ten private banks amounts to be 5367. The participants from the population comprises a chosen cadre of personnel as Frontline Managers (Branch Managers, Operations Managers, and Relationship Managers. These were selected from different locations/places of private banks in whole Sindh province.

### 3.2.2. Sample

A total of 537 survey questionnaires were distributed among FLMs of top ten private banks in Sindh, Pakistan, and 412 were received back, achieving a response rate of 76.7%. Nevertheless, 37 questionnaires (8.98%) were eliminated due to incomplete sections and a large amount of missing data. These eliminated questionnaires were mostly having either few responses to demographic part or responses to 1 to 2 items of each construct. Following this screening process, the final selection of 375 responses was deemed complete and usable for analysis which met sample size criteria specified by Yamane, T. (1967) as cited by Umar and Wachiko (2021)

### 3.2.3. Sample Technique

Since the population was known, a probability sampling technique—specifically, simple random sampling—was used to ensure impartial participant selection for the study.

### 3.2.4. Data Analysis Tools

Data gathered through the survey questionnaire in connection to constructs of extant study was analyzed using SPSS (version 21.0) and structural equation modelling (SEM) with SmartPLS (version 4.1.1).

**Table 1: Response Rate**

Description	Frequency	Percentage (%)	Response Rate (%)
Questionnaires Distributed	537	100.0	---
Questionnaires Received	412	76.7	76.7
Removal of Incomplete Questionnaires	37	8.98	6.89
Valid Questionnaires Analyzed	375	69.8	69.8

Table 1 shows that out of the 537 questionnaires distributed, 412 were received back, achieving a response rate of 76.7%. Nevertheless, 37 questionnaires (8.98%) were eliminated due to incomplete sections and a large amount of missing data.

**Table 2 : Cronbach’s Alpha and Composite Reliability of constructs**

Construct	Cronbach's alpha	Composite reliability (rho_c)	Average Extracted (AVE)	Variance
TA	0.824	0.877	0.587	
CS	0.855	0.896	0.634	
CSE	0.888	0.912	0.599	

TA- Talent Attraction, CS- Career Satisfaction, CSE- Creative Self-Efficacy Internal consistency is measured and obtained through composite reliability (commonly represented by rho\_c), and Cronbach's alpha (Anselmi, Colledani, & Robusto, 2019). The threshold for Cronbach's alpha ( $\alpha$ ), commonly set at 0.70 (Hussey et al., 2023). The degree of correlation between two measures that are intended to measure the same construct is known as convergent validity (Ulvestad et al., 2024). The threshold for convergent validity is at least

50% (Mehmetoglu, 2015) or a typical AVE  $\geq .50$ , (Carter, 2016). Results at Table 2 show that with a Composite reliability of  $\rho_c$  0.877  $\alpha$  0.824, Talent Attraction demonstrated high reliability. Robust reliability was also shown by Career Satisfaction with recording  $\rho_c$  0.896 and a Cronbach's Alpha of 0.855. Excellent reliability was demonstrated by Creative Self-Efficacy (CSE), which had respective values of  $\alpha$  0.888 and  $\rho_c$  0.912.

**Table 3: Number of Operational Branches of Top Ten Commercial Banks in Sindh**

Bank	Total Branches	Open Branches	Closed Branches
ABL	302	276 91.39%	26 8.61%
Askari Bank	146	146 100.00%	0 0.00%
Bank Al-Habib Ltd.	300	300 100.00%	0 0.00%
Bank Alfalah	163	142 87.12%	21 12.88%
HBL	317	317 100.00%	0 0.00%
Habib Metro	169	165 97.63%	4 2.37%
JS Bank	121	120 99.17%	1 0.83%
MCB	309	264 85.44%	45 14.56%
UBL	289	287 99.31%	2 0.69%
Faysal Bank	130	130 100.00%	0 0.00%
Total		2147	

According to State Bank of Pakistan, the structure of Pakistan's banking sector is marked by its diversity, consisting of six distinct and pivotal categories. The structure contains Public Sector Commercial Banks, Specialized Banks, Local Private Commercial Banks, Islamic Banks, Foreign Banks, and additional Specialized Banks. This multifaceted composition underpins the sector's operational landscape, propelling its role as a critical driver of economic activity. The sector's far-reaching impact is exemplified through an extensive network spanning 15,998 branches across diverse provinces. Remarkably, the province of Sindh significantly shows this extensive framework, contributing a substantial share with a remarkable tally of 3,940 bank branches. Delving deeper, the crux of commercial dynamics lies with the top commercial banks in Sindh, which are jointly 2,147 branches. The names of banks these commercial are ABL, Askari Bank, Bank Al-Habib Ltd., Bank Alfalah, HBL, Habib metro, JS Bank, MCB, UBL, and Faysal Bank (SPB, 2023). Therefore, the study focused on Sindh's top 10 private commercial banks, which had a combined total of 2,147 branches (Table 3).

**Table 4 : Demographic Characteristics of the Respondents**

Characteristic	Category	Frequency	Percentage
Age	<25	39	10.4
	25-34	174	46.4
	35-44	112	29.9
	45-55	22	5.9
	>55	28	7.5
Gender	Male	276	73.6
	Female	99	26.4
Marital Status	Single	136	36.3
	Married	239	63.7
Religion	Muslim	358	95.5
	Hindu	17	4.5
Designation	Branch Manager	131	34.9
	Operations Manager	124	33.1
	Public Relationship Manager	120	32.0
	<5 Years	109	29.1
Experience	5-10 Years	155	41.3
	11-15 Years	54	14.4
	16-20 Years	34	9.1
	>25	23	6.1
	Bachelor	124	33.1
Qualification	Masters	230	61.3
	M.Phil/ MS	17	4.5
	Ph.D	4	1.1
	Total	375	100.0

The Table 4 exhibits a presentation of the respondents' demographic data. The age of majority of participants (46.4%) ranged from 25 to 34 years, then their age ranged from 35 to 44 years (29.9%), followed by under 25 years (10.4%), over 55 year (7.5%), while

participants in age of 45 and 55 years were (5.9%). There were 26.4% females and 73.6% men in the sample. Regarding marital status, 36.3% were unmarried and 63.7% were married. When it came to religion, the vast majority (95.5%) identified as Muslim, with 4.5% identifying as Hindu. Regarding designations, among the responders were 32.0% Public Relations Managers, 34.9% Branch Managers, and 33.1% Operations Managers. Regarding work experience, 41.3% had 5-10 years of experience, 29.1% had <5 years, 14.4% had 11-15 years, 9.1% had 16-20 years, and 6.1% had over 25 years. Educational qualifications showed that 61.3% held a master's degree, 33.1% had a bachelor's degree, 4.5% held an M.Phil/MS, and 1.1% had a Ph.D. degree.

**Table 5: Factor Loading**

Constructs	Factors	TA	CS	CSE	P-value
Talent Attraction	TA1	0.732			0.000
	TA2	0.750			0.000
	TA3	0.772			0.000
	TA4	0.794			0.000
	TA5	0.782			0.000
Career Satisfaction	CS1		0.842		0.000
	CS2		0.813		0.000
	CS3		0.760		0.000
	CS4		0.804		0.000
	CS5		0.761		0.000
Creative Self-Efficacy	CSE1			0.773	0.000
	CSE2			0.773	0.000
	CSE3			0.756	0.000
	CSE4			0.839	0.000
	CSE5			0.824	0.000
	CSE6			0.729	0.000
	CSE7			0.713	0.000

The commonly agreed among the researchers acceptable for item level reliability criterion is often set at 0.70 or more (Hair et al., 2021; Kamis et al., 2020). Loading of factors < 0.70 can be targeted for deletion from reflective measurement models (Hair et al., 2021; Krishnan et al., 2020). Constructs of talent attraction had 6 items initially where one item loaded < 0.70. Similarly, creative self-efficacy contained 8 items initially, where one item was found with loading < 0.70. Therefore, 2 items TA6 and CSE8 loading < 0.7, from talent attraction and creative self-efficacy respectively, were targeted for deletion. Rest of the items show loading  $\geq 0.7$  were retained as shown in Table 5.

**Table 6: Discriminant Validity (Fornell-Larcker criterion)**

Construct	CS	CSE	TA
CS	0.796		
CSE	0.591	0.774	
TA	0.665	0.548	0.766

Discriminant validity is measured employing structural equation modelling (Cheung et al., 2024). Discriminant validity is about how different and uncorrelated one concept is from another. To ensure that various constructs assess different concepts, it is crucial for establishing measurement validity (Matthes & Ball, 2019). The most common approach to measure discriminant validity in variance-based structural equation modelling, such partial least squares, is the Fornell-Larcker criteria (Afthanorhan, Ghazali, & Rashid, 2021). It compares the correlations between constructs with the square roots of the average variance extracted (AVE) values for each construct. The findings further support the discriminant validity of the model by demonstrating that the square roots of the AVE values are greater than the correlations between components. The model's constructs exhibit sufficient discriminant validity as shown in Table 6.

**Table 7: Path Coefficient**

Direct Path	$\beta$	Standard Deviation (STDEV)	T statistics	P values	Inferences
TA -> CS	0.274	0.061	4.517	0.000	Accepted
TA -> CSE	0.092	0.059	1.558	0.119	Rejected
CS -> CSE	0.241	0.062	3.892	0.000	Accepted
<b>Indirect Path</b>					
TA -> CS -> CSE	0.066	0.023	2.890	0.004	Accepted

These results of bootstrapping with 5,000 resamples revealed that Talent Attraction predicts positively and significantly when analyzed directly with FLMs' Career Satisfaction: TA -> CS ( $\beta = 0.274$ ,  $t$ -value = 4.517,  $P$ -value 0.000). The results demonstrate a statistically significant and positive relationship, supporting this hypothesis. With regards to hypothesis 2 the study found no significant relationship between Talent Attraction (TA) and Creative Self-Efficacy (CSE) ( $\beta = 0.092$ ,  $t$ -value = 1.558,  $P$ -value = 0.119). The high  $p$ -value indicates that there is no statistically significant relationship between the two variables, indicating that attracting talent does not predict and raise FLMs' levels of creative self-efficacy. The results of hypothesis 3 are inferred that Career satisfaction significantly boosts creative self-efficacy ( $\beta = 0.241$ ,  $t = 3.892$ ,  $p < 0.001$ ). Therefore, according to this inference the hypothesis is accepted. While the findings obtained through full mediation of indirect effect indicate that the relationship between Talent Attraction (TA) and Creative Self-Efficacy (CSE) is significantly mediated by Career Satisfaction (CS) (TA -> CS -> CSE:  $\beta = 0.066$ ,  $t$ -value = 2.890,  $p$ -value = 0.004). Based on significance with bias-corrected 95% confidence interval of [0.029, 0.120], the hypothesis is accepted. The Table 7 exhibits detailed result of path coefficient and inferences. Even though talent attraction was not a strong predictor of creative self-efficacy, the finding is still significant. It could be because of the culture and working environment in Pakistan. Career satisfaction strongly mediated the effect of talent attraction on creative self-efficacy, suggesting that TA contributes to increase CSE only when the workforce is career-satisfied. TA did not independently predict CSE. This could be because attraction of talent to jobs generally may be based on pay and security. Intrinsic motivators such as creativity and autonomy are not prioritized through talent attraction activities in Pakistan. Attraction of talent might not lead to creative confidence without meaningful engagement and satisfaction. Subsequent research should examine what aspects of talent attraction foster creativity. This can be such things as meaningful work, effective leadership, and opportunities to develop. Companies, particularly in South Asia, need to focus on keeping employees engaged and happy—not merely on attracting them.

**4. Conclusion**

The study's results support the hypothesized associations and show how crucial talent attraction practices are in determining front line managers' (FLMs') career satisfaction in private banks. Despite rejection of one hypothesis with regards to talent attraction's impact on creative self-efficacy, other three hypotheses showing impact of talent attraction on career satisfaction directly, and thereupon on creative self-efficacy in mediating relationships, and impact of career satisfaction on creative self-efficacy are supported (see table 7). Private banks must develop their talent attraction strategy for Frontline Managers by giving growth opportunities, job clarity, chances of career development, good working conditions and job security. Importantly, talent attraction alone may not contribute in increasing creative self-efficacy, there may be meaning career satisfaction as well to enhance creative self-efficacy. These efforts must then translate long-term career satisfaction to facilitate strong creative self-efficacy. Because career satisfaction positively mediates the relationship between talent attraction and creative self-efficacy, HR practices need to develop a talent based work culture that allows FLMs' drive and innovative potential to thrive.

**4.1. Limitations**

The research was subject to various limitations that can be classified into theoretical, methodological, and overall categories. Theoretically, it was limited to one constructs talent attraction of the Talent Management Practices (TMPs), the relevance of chosen theories, the mediating factor, and contextual limitations to private banking sector and thereupon



generalizability. Methodologically, the sole adoption of a quantitative methodology, a cross-sectional study design, difficulties in the data collection tool, non-random selection of the sample, and the use of voluntary participation presented significant limitations. At a more general level, time constraints, budgetary constraints, and issues related to participant cooperation and reliability also influenced to be the limitations of the study.

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