

Effect of Talent Management Training Program for Nursing Managers on Nurses Work Effectiveness

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Abstract

Background: On today's competitive market, talent management is the basic driving force for the organization to be successful in the face of globalization; organizations are concerned with how to design the talent management strategy that fits the national context. **The study aimed to** evaluate the effect of a designed program of talent management for nursing managers on nurse's work effectiveness. **Subjects and Method: Research design:** A–Quasi-experimental design was used in the study. **Setting:** The study conducted at Sohag University Hospital which provides a health service at Upper Egypt. **Subjects:** Convenient sample consisted of (25) nursing managers and (235) nurses supervised by nursing managers under the current study. **Tools:** three tools were used: 1) Demographic data sheet 2) talent management questionnaire, and 3) Work effectiveness questionnaire. **Results:** About 72% of nursing managers had low level of talent management skill pre intervention, while 64% had high level post intervention and 60% of them had high level with follow up. About 72% of nurses had low level of work effectiveness pre intervention; while 68% had high level post intervention and 64.60% of them had high level with follow up. **Conclusion:** There are a highly statistically significant differences and positive correlation between all domains of talent management and work effectiveness at post intervention ($p < 0.01^{**}$). **Recommendations:** Improve the efficiency of nursing managers to utilize available talents and experiences, and use different talent management strategies to retain competent employees

Key Words: Nursing, Nurse Managers, Staff nurse, Talent management, Work effectiveness

Introduction

On today's competitive market, talent management is the basic driving force for the organization to be successful in the face of globalization; organizations are concerned with how to design the talent management strategy that fits the national context ⁽¹⁾ Creating the right employee experience is the key to good retention – a necessity for sustainable business and this is where the importance of talent management comes into play. Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow ⁽²⁾.

Talent Management is not based only on improving the organization capability and flexibility, but this will provide tools and information about the organization growth, managing change, acquiring resources, and novel ideas to develop new services and products ⁽³⁾. Talent management defined as the combination of various processes programs and cultural norms in order to attract develop, deploy and retain talent

so that organization can achieve strategic objectives and meet future work needs ⁽⁴⁾. Talent management is a set of practices that are implemented in organizations and refers to how organizations attract, select, develop and manage employees in an integrated and strategic way ⁽⁵⁾.

There are many benefits of talent management such as it is easier to deploy the right person in the right job with the help of a proper plan, it helps to take better professional decisions as when come to know who high potential employees are and can invest in their professional development by creating learning opportunities for them, and greatly affects organizational culture, how organization works and the status of the employees in it ⁽⁶⁾. The key components of talent management which will tell us how to go about the process and which when implemented strategically, can give out the best results: knowing goal; attracting the right talent; retaining talent; performance management and development; and motivation ⁽⁷⁾.

To attract and retain top talent, today's companies are committing themselves to making fundamental changes to their performance management systems. Organizations realize that employee evaluation programs need to be adaptable to organization's unique culture, data-driven to provide key insights about people's performance, and their work effectiveness and based on a single interface to provide managers with the big picture about how their team members are doing – and feeling ⁽⁸⁾.

Studies have shown that the demand for talented employments in the coming years is going to increase, while the supply will drop. There is no doubt that technology and globalization have changed our lives, as they have led to increased competition on talent ⁽⁹⁾. Thus, the potential growth of organizations worldwide depends on the ability of organizations to ensure that the right people with the right skills are in the right place at the right time, and focused on the right activities. For these reasons, talent management has been elevated to the top of strategic human resources management challenges, acquiring the highest priority across all organizations ⁽¹⁰⁾.

Effectiveness is defined as the degree to which something is successful in producing a desired result. An effective worker doesn't just attempt to complete their tasks as quickly as possible but works to come up with inventive solutions to problems and continually improve their performance to achieve the best results ⁽¹¹⁾. There are many elements for work effectiveness as; achieves results; communicates effectively; dependability / attendance; job / organizational knowledge; makes effective decisions; planning /organization; problem solving/judgment; productivity; takes responsibility ⁽¹²⁾.

Employee satisfaction and motivation towards achieving efficiency and effectiveness at work refer to the employee's prospects for the organization and the extent of giving him the opportunity to develop his talent and adhere to it and his approaches towards his service. Organizational work action effectiveness refers to setting goals and achieving them proficiently in a lively and vibrant environment ⁽¹³⁾. The skills can develop in order to become more effective at work, and strategies and resources that can use to increase your effectiveness by; identify priorities;

adopt a good attitude; and build essential skills as, time management and productivity, communication skills, stress management, and career development and learning ⁽¹⁴⁾.

The success of any organization depends strongly on having talented individuals. Talent management promotes workforce efficiency and productivity in work organization ⁽¹⁵⁾. Recent trends in human resource management are continuously triggering the performance of the workforce as well as the production of the organizations. Organization performance is the organizations ability to attain its goals by using resources in an efficient and effective manner and the ability of organization to achieve its goals and objective. Talent management needs to be seen as essential for achieving the organization's goals and objectives and lead to high work effectiveness if its manage properly in a comprehensive way ⁽¹⁶⁾.

Significance of the study

Today's workers also think differently about work. One survey found that 87% of millennials rank career development and personal growth as the key criteria for staying at a job. Most astoundingly, people are job hopping like never before, only staying an average of 1.8 years at the biggest tech companies ⁽¹⁷⁾. The field of talent management is lacking hard academic research to establish what constitutes effective talent management and how it can influence organization performance ⁽¹⁸⁾. Also, most of talent management studies reviewed did not directly link talent management with the work effectiveness and therefore, there is a need to fill the existing research gap.

Talent management training program can benefit mainly the nurse managers` abilities. This can be achieved through realization of the reasons for failure to attract and retain talented staff. Ultimately, corrective actions are taken after some of the policies that contribute to low morale of staff are eliminated, hence improve their services which eventually lead to improved work effectiveness ⁽¹⁹⁾.

Aim

Study aims to: evaluate the effect of a designed program about talent management for nursing managers on nurses' work effectiveness.

Specific Objectives

- Assess the nursing managers talent management level through program phases.
- Assess the nurses work effectiveness through program phases
- Evaluate the effect of talent management training program for nursing managers on nurse's work effectiveness.

Study hypothesis

There is an effect of talent management program for nursing managers on nurses' work effectiveness

Subjects and Methods

Design

A–Quasi-experimental design used in the study.

Setting

The study was conducted at medical units that include (general medical, tropical, coronary care, dermatology, intermediate care, neurological, cardiac catheter, and chest and dialysis units), surgical units that include (general surgical, vascular surgical, plastic surgical and urological surgical units) and general intensive care unit at Sohag University Hospital.

Subject

Convenient sample consisted of (25) nursing managers and (235) all nurses supervised by nursing managers under the current study.

Tools of data collections

Three tools used in the present study as following:

1. **Demographic data** for nursing managers and nurses to collect data about age, gender, year of experiences, marital state and attained previous program about talent management.
2. **Talent Management Questionnaire** which modified by the researchers based on the related literature⁽²⁰⁾. It consisted of 31 items; classified into three dimensions used to measure talent management skills for nursing managers as following: Talent Attraction (10 items); Talent Development (10 items); and Talent Retention (11 items). Respond to all items with five points

Likert Scale ranged from; Never satisfied = 1, to highly satisfied = 5.

Scoring system participant responses distributed as follow: less than (50%) indicate low talent management skill; from (50 -70%) indicate moderate talent management skill, and (more than 70%) indicate high talent management skill.

3. **Work Effectiveness Questionnaire;** which modified by the researchers based on the related literature^(21,11). It consisted of 54 items. Classified into nine dimensions used to measure work effectiveness as follows: Achieves (6 items); Communicates effectively (9 items); Dependability/Attendance (5 items); Job/Organizational Knowledge (4 items); Makes Effective Decisions (6 items); Planning/Organization (5 items); Problem Solving/Judgment (9 items); Productivity (5 items); and Takes Responsibility (5 items). Respond to all items with five points Likert Scale ranged from strongly disagree = 1, to strongly agree = 5.

Scoring system participant responses distributed as follow: less than (50%) indicate low work effectiveness; from (50 -70%) indicate moderate work effectiveness and ((more than 70%) indicate high work effectiveness.

Method

An official permission was obtained from the Directors of Sohag University Hospital and Nursing Director to conduct study.

Operational Design

A) Preparatory Phase

After reviewing the available literature concerning to the study topic, prepares, and translates the study tools. The draft of the questionnaire reviewed for face validity by taking experts opinions through a jury comprised by five experts in nursing administration from faculties of nursing, and accordingly the necessary modification done. This period of process was about three months from June 2019 to August 2019.

The educational program was developed at this phase and included aim and objectives of the training, concept of talent management and work effectiveness, definitions, importance and strategies of talent management.

B) Pilot Study

A pilot study was conducted to explore any obstacles or problems that may be encountered during data collection phase. It helps also in estimating time needed to fill the questionnaires form. It was carried out on 10% of nursing managers and nurses. The participants chosen for the pilot study were included in the study sample. The total period for collection of data in the pilot study takes about 10 days.

C) Reliability: was ensured by measuring internal consistency using Cronbach's Alpha Coefficients methods for the tools of the present study, it's were 0.86 for all statements of talent management questionnaire and 0.88 for all statements work effectiveness questionnaire.

D) Filed Work: Implementation of the training program: The data was collected by the researchers and the questionnaire sheets of talent management and job effectiveness were distributed to nursing managers and nurses as (pretest) before starting the program at morning shifts, then post immediately and 3 months after the program. Each nursing managers and nurses needed from 10 - 15 minutes to complete each sheet.

The program was implemented two times for two groups of nursing managers according to the working place of each group. The total time allocated for achieving the whole program to each group was 12 hours through two days (3 session's \times 2hours for every day), one group per week. Each group was (12-13) nursing managers.

Different teaching and learning methods were used during the sessions which included; interactive lecture, group discussion, demonstration, brain storming, and work in small groups.

The program started at the mid of September 2021 and finished at the beginning of October 2021. **Follow up** phase started from mid of December 2021 with the first group who received the program was at mid-September 2021 to the end of December 2021 with the last group who received the program at the end of September 2021. The researchers contacted with them at their work place.

Ethical Consideration

An approval to conduct the proposed study was obtained from the Research and Ethics Committees at Faculty of Nursing, Sohag University. Also an official

permission was obtained from Hospital Administrators and nursing managers. Each participant was informed about the nature and purpose of the study. The investigator emphasized that, participations in the study have completely voluntary and participants can withdraw from the study at any time, confidentiality and anonymity was assured through coding the data.

Statistical Analysis

Data collected from the studied sample was revised, coded, and entered using Personal Computer (PC). Computerized data entry and statistical analysis were fulfilled using the Statistical Package for Social Sciences (SPSS) version 22. Data were presented using descriptive statistics in the form of mean and S.D. The Wilcoxon test is a nonparametric test designed to evaluate the difference between two/three conditions where the samples are correlated. The test statistic Pearson's correlation coefficient assesses the statistical link, or association, between two continuous variables. No significant p value >0.05 , Slight significant p value <0.05 High significant p value <0.01 .

Results

As shown in **table (1)**, this study is conducted on 260 subjects. They are divided into two groups, (235) nurses and (25) nursing managers. Regarding their characteristics, the mean value (\pm SD) of age in the nurses is 26.27 ± 4.03 years. While in the nursing managers are 31.76 ± 3.99 years. More than two thirds of the nurses (65.95%) are females, whilst more than half of the nursing managers (52%) are males. The mean value of experience years in the nurses is 5.71 ± 1.64 years, but it is 8.08 ± 1.90 years in the nursing managers. More than half of the nurses (54.04%) are graduated from technical health institute however most of nursing managers (92%) have bachelor of nursing. No one in both groups attends training course previously.

Table (2) illustrates the talent management of the studied nursing managers. There is a highly statistically significant difference ($p<0.01^{**}$) between all domains as regard their pre, post and follow up of talent management. Regarding pre talent attraction, almost three quarters of them (72%) are low level; more than two thirds of them (64%) are high level with post and more than half

of them (56%) are high level with follow up. While 64% of them are low level as regards pre talent development but (72%) of them are high level with post and 68% of them are high level with follow up. As well pre talent retention, 76% of them are low level however (56%) are high level with post and (52%) are high level with follow up.

Figure (1) shows total talent management of the studied nursing managers. Almost three quarters of them (72%) have low level of talent management skill regards pre talent management, while more than two thirds of them (64%) have high level regards post talent management and, almost two thirds of them (60%) have high level regards follow up. A highly statistically significant differences (Wilcoxon test=24.908, $p<0.01^{**}$) exists between the studied nursing managers regarding their pre, post and follow up and total talent management.

Table (3) reveals the work effectiveness of the studied nurses. There is a highly statistically significant difference ($p<0.01^{**}$) between all domains as regards pre, post and follow up work effectiveness. Regarding pre achieves, more than two thirds of them (68.08%) are low level, while (67.23%) of them are high level with post, and (64.25%) of them are high level with follow up. As well communicating effectively, (67.65%) of them are low level with pre, (68.08%) of them are high level with post whilst (63.4%) of them are high level with follow up. As regard dependability/attendance, (68.93%) of them are low level with pre; almost three quarters of them (74.9%) of them are high level with post however (71.06%) of them are high with follow up. In addition job/organizational knowledge, (68.08%) of them are low with pre however (70.21%) of them are high with post and (68.51%) of them are high with follow up. Regarding making effective decisions, (67.23%) of them are low with pre, (72.34%) of them are high with post whilst (69.8%) of them are high with follow up. As regard

planning/organization, (66.4%) of them are low with pre, (71.06%) are high with post but (68.08%) of them are high with follow up. As well problem solving/judgment, (67.23%) of them are low with pre, (71.91%) of them are high with post and (68.93%) of them are high with follow up. Moreover productivity, (68.93%) of them are low level with pre intervention, (72.8%) of them are high level with post intervention whilst (69.8%) of them are high level with follow up. And so taking responsibility, (70.21%) of them are low level with pre intervention, (72.8%) are high level with post intervention, but (65.10%) of them are high level with follow up.

Figure (2) represents total work effectiveness of the studied nurses. More than two thirds of them (72%) have low level of work effectiveness regards pre intervention, while more than two thirds of them (68%) have high regards post intervention and about two thirds of them (64.60%) have high level regards follow up. A highly statistically significant differences (Wilcoxon test=23.600, $p<0.01^{**}$) found between the studied nurses regarding their pre, post and follow up for total work effectiveness.

Table (4) represents a highly statistically significant differences and positive correlation between talent development and talent attraction ($r=0.711$, $p<0.01^{**}$). Also between talent retention and talent attraction ($r=0.650$, $p<0.01^{**}$). And so between talent retention and talent development ($r=0.789$, $p<0.01^{**}$).

As shown in **table (5)**, there is a highly statistically significant differences and positive correlation ($p<0.01^{**}$) between all domains as regard work effectiveness at post intervention except in Problem Solving/Judgment domain that there is a statistically significant difference and positive correlation with all other domains ($p<0.05^*$).

Table (1): Distribution of studied participants according to demographic data (Nurses = 235 and nursing managers = 25)

Demographic data	Nurses (235)		Nursing managers (25)	
	No	%	No	%
Age				
21 – <30	187	79.6	10	40
30 - 40	40	17.0	14	56
> 40	2	0.85	1	4
Mean SD	26.27±4.03		31.76±3.99	
Gender				
Male	80	34.04	13	52
Female	155	65.95	12	48
Marital status				
Married	144	61.27	19	76
Not married	91	38.7	6	24
Experience				
1 - <5	127	54.04	0	0
5 – 10	74	31.5	21	84
>10	34	14.5	4	16
Mean SD	5.71±1.64		8.08±1.90	
Education level				
Diplome of nursing	58	24.7	0	0
Technical health institute	127	54.04	0	0
Bachelor of nursing	50	21.3	23	92
Postgraduate	0	0	2	8
Previous training course				
Yes	0	0	0	0
No	235	100	25	100

Table (2): Distribution of studied nursing managers according to their talent management domains (n=25).

Talent management domains	Pre intervention		Post intervention		Follow-up		Wilcoxon test P value
	No	%	No	%	No	%	
Talent Attraction:							
High	2	8	16	64	14	56	19.086 <0.01**
Moderate	5	20	7	28	8	32	
Low	18	72	2	8	3	12	
Mean SD	10.96±2.99		21.33 ± 4.2		18.54 ± 3.1		
Talent Development:							
High	3	12	18	72	17	68	17.554 <0.01**
Moderate	6	24	5	20	4	16	
Low	16	64	2	8	4	16	
Mean SD	10.96±2.99		23.08 ± 3.46		20.18 ± 3.7		

Talent Retention							14.500
High	1	4	14	56	13	52	<0.01**
Moderate	5	20	6	24	5	20	
Low	19	76	5	20	7	28	
Mean SD	9.32 ± 2.80		19.20 ± 3.6		17.41 ± 2.9		

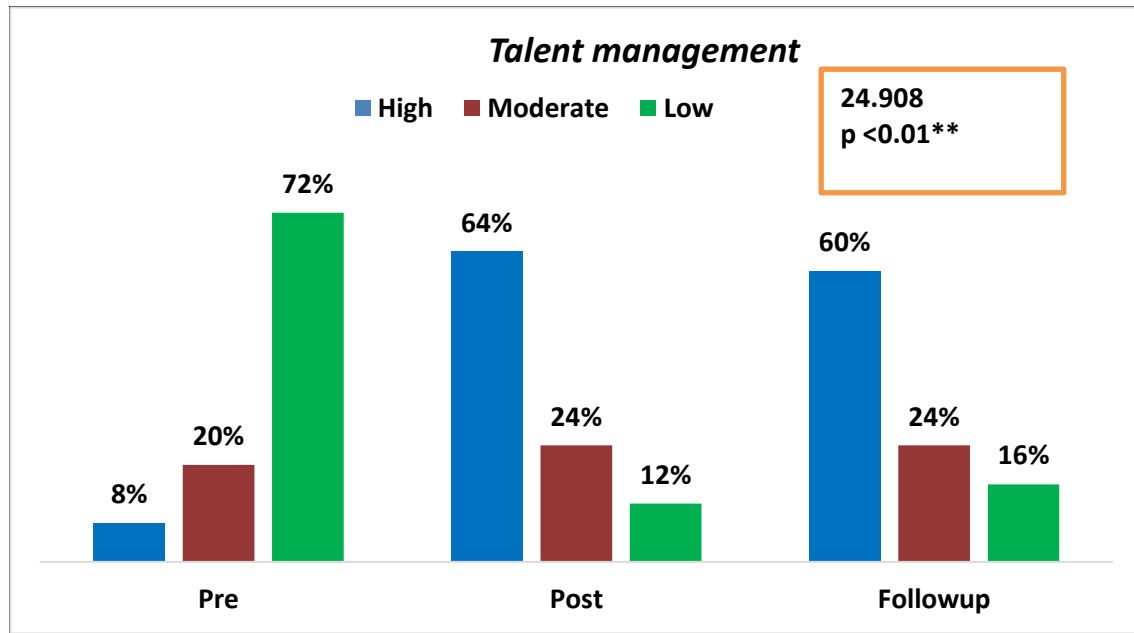


Figure (1): Distribution of studied nursing managers according to their total talent management (n=25)

Table (3): Distribution of studied nurses according to their work effectiveness domains (n=235)

Work effectiveness domains	Pre intervention		Post intervention		Follow-up		Wilcoxon test P value
	No	%	No	%	No	%	
Achieves:							
High	30	12.8	158	67.23	151	64.25	23.090 <0.01**
Moderate	45	19.14	59	25.10	61	25.95	
Low	160	68.08	18	7.65	23	9.8	
Mean SD	7.08±2.3		13.18 ± 2.6		12.88±1.98		
Communicates effectively:							
High	36	15.31	160	68.08	149	63.4	19.888 <0.01**
Moderate	40	17.02	60	25.53	67	28.51	
Low	159	67.65	15	6.4	19	8.08	
Mean SD	9.36±2.9		17.21 ± 2.7		16.14±1.98		
Dependability/Attendance:							
High	34	14.5	176	74.9	167	71.06	16.042 <0.01**
Moderate	39	16.6	49	20.85	54	22.97	
Low	162	68.93	10	4.25	14	5.95	
Mean SD	7.26±1.65		14.87 ± 3.4		13.70±3.08		
Job/Organizational Knowledge:							
High	29	12.34	165	70.21	161	68.51	17.003 <0.01**
Moderate	46	19.6	58	24.7	59	25.10	
Low	160	68.08	12	5.10	15	6.4	
Mean SD	6.79 ± 0.99		13.22 ± 3.4		12.70±4.1		
Makes Effective Decisions:							
High	27	11.5	170	72.34	164	69.8	16.555 <0.01**
Moderate	50	21.3	55	23.40	58	24.7	
Low	158	67.23	10	4.25	18	7.65	
Mean SD	8.01 ± 1.20		13.34 ± 2.0		12.84±3.2		
Planning/Organization:							
High	33	14.04	167	71.06	160	68.08	21.273 <0.01**
Moderate	40	17.02	53	22.55	56	23.82	
Low	156	66.4	15	6.4	19	8.08	
Mean SD	7.26±1.65		14.87 ± 3.4		13.70±3.08		
Problem Solving/Judgment:							
High	32	13.61	169	71.91	162	68.93	19.003 <0.01**
Moderate	45	19.14	54	22.97	58	24.7	
Low	158	67.23	12	5.10	15	6.4	
Mean SD	9.17±1.80		17.84 ± 3.5		16.1±2.99		
Productivity:							
High	27	11.5	171	72.8	164	69.8	20.117 <0.01**
Moderate	46	19.6	49	20.85	54	22.97	
Low	162	68.93	15	6.4	17	7.23	
Mean SD	6.87 ± 1.43		13.42 ± 3.7		12.60±2.71		
Takes Responsibility:							
High	28	11.91	171	72.8	153	65.10	16.281 <0.01**
Moderate	42	17.9	46	19.6	61	25.95	
Low	165	70.21	18	7.65	21	8.93	
Mean SD	6.99 ± 2.03		14.5 ± 3.9		13.99±4.1		

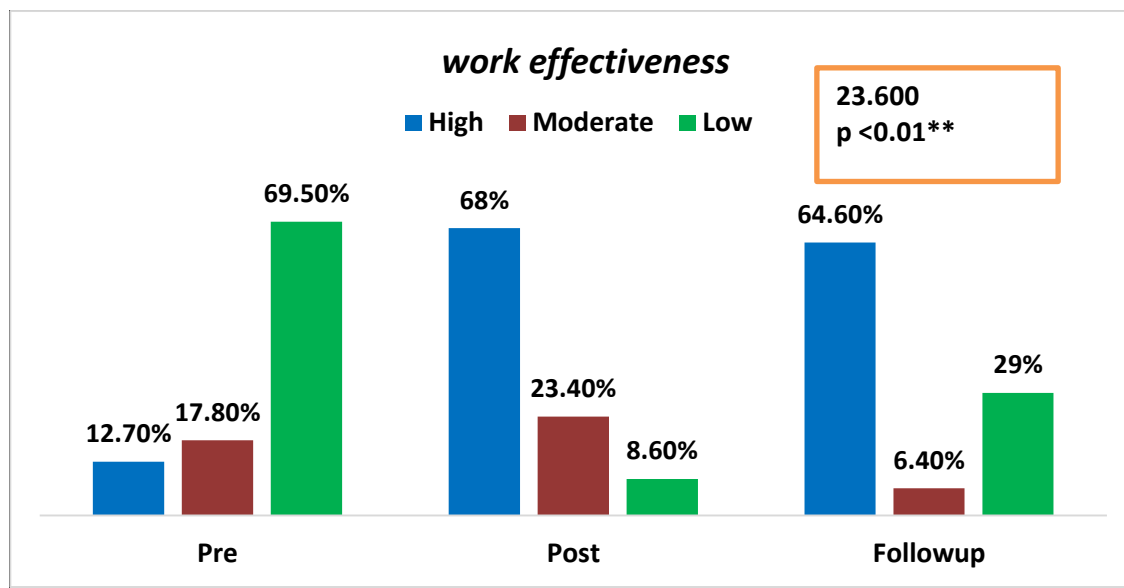


Figure (2): Distribution of studied nurses according to total work effectiveness (n=235)

Table (4): Correlation between domains of talent management scale at postintervention

		Talent Attraction	Talent Development	Talent Retention
Talent Attraction	r. p.		0.711 <0.01**	0.650 <0.01**
Talent Development	r. p.			0.789 <0.01**
Talent Retention	r. p.			

Table (5): Correlation between domains of work effectiveness scale at postintervention (n=235)

Work Effectiveness		Achieves	Communicate effectively	Dependability /Attendance	Job/organizational Knowledge	Makes Effective Decisions	Planning/organization	Problem Solving/Judgment	Productivity	Takes responsibility
Achieves	r. p.		.409 <0.01**	.877 <0.01**	.504 <0.01**	.432 <0.01**	.722 <0.01**	.267 <0.05*	.722 <0.01**	.701 <0.01**
Communicates effectively	r. p.			.577 <0.01**	.667 <0.01**	.711 <0.01**	.609 <0.01**	.255 <0.05*	.733 <0.01**	.564 <0.01**
Dependability /Attendance	r. p.				.500 <0.01**	.614 <0.01**	.810 <0.01**	.301 <0.05*	.650 <0.01**	.634 <0.01**
Job/ Organizational Knowledge	r. p.					.570 <0.01**	.634 <0.01**	.341 <0.05*	.606 <0.01**	.801 <0.01**
Makes Effective Decisions	r. p.						.679 <0.01**	.268 <0.05*	.683 <0.01**	.603 <0.01**
Planning /Organization	r. p.							.200 <0.05*	.541 <0.01**	.731 <0.01**
Problem Solving /Judgment	r. p.								.700 <0.01**	.577 <0.01**
Productivity	r. p.									.496 <0.01**
Takes Responsibility	r. p.									

Discussion

Talent management is a process that includes a complete and interrelated set of organizational activities such as identifying, selecting, developing, and retaining the best employees, as well as building their potential for the most strategic positions and assisting them in applying their strengths to gain their engagement and contribution, which ultimately contribute towards organizational benefits⁽²²⁾, so the current study aimed to evaluate the effect of a designed program of talent management for nursing managers on nurses work effectiveness.

Regarding characteristics of studied participants, the mean value (\pm SD) of age in the nurses is 26.27 ± 4.03 years. While in the nursing managers are 31.76 ± 3.99 years. More than two thirds of the nurses are females, whilst more than half of the nursing managers are males. The mean value of experience years in the nurses is 5.71 ± 1.64 years, but it is 8.08 ± 1.90 years in the nursing managers. More than half of the nurses are graduated from Technical Health Institute however most of nursing managers have Bachelor of Nursing. No one in both nurses and nursing managers attends training course previously. These results attributed to defect at training unit at the hospital and not updated with newly topics and new trends at

nursing administration. These results supported with the study by **Elhaddad, Safan, Elshall, (2020)**⁽²³⁾ who performed a descriptive correlational research design at Menoufia University Hospital at Shebin-Elkom on 400 nurses and found that more than two-fifths of staff nurses ranged from 25 to less than 35 years old, the majority of them were female, and more than half of them had technical nursing institute. About staff nurses' marital status, the majority of them were married, more than one-fifth of staff nurses had years of experience from five to less than ten years. While disagreement with **Abd Elhamed, Morsy, Mohamed, (2019)**⁽²⁴⁾ which done a descriptive research design on 44 head nurses and showed that the majority of head nurses were female and having 15 years' experience and nearly two thirds of them aged 35 years to less than 45 years old.

Regarding the talent management of the studied nursing managers, almost three quarters of them had low level regards pre talent management, while more than two thirds of them had high level regards post talent management and almost two thirds of them had high level regards follow up. A highly statistically significant difference exists between the studied nursing managers regarding their pre, post and in follow up total talent management. According to the

researcher, an educational programme for nursing managers was effective in improving nursing leadership competencies in talent management activities such as knowing and implementing hospital recruitment processes and policies, utilising time and effort to take advantage of vacancies, looking for ways to improve their work force, and the way to complete tasks by utilising the talents, time, and expertise of others.

These results cohort with quasi-experimental one-group pre-posttest research design by **Mohammed, Sliman, Mohamed, (2020)**⁽²⁵⁾, they stated that the total score of talent management in post-implementation was higher than (63.6720±8.71111) pre-implementation (36.4640±3.24421). There were highly statistically significant differences between all talent management domains pre/post program. Also, Mostafa, **Mahfouz, Ebraheem (2021)**⁽²⁶⁾ concluded that there was statistically significant positive correlation among nurse managers' talent management knowledge and activities scores with their job affiliation and organizational excellence scores. Likewise, supported by **Abd El Rahman, Farghaly (2019)**⁽²⁷⁾, who mentioned on their study that majority of head nurses had improvement regarding their talent management at pre, immediately after and after three months from Optimis' talent management model application but it was unsatisfactory preprogram.

According work effectiveness of the studied nurses, this study demonstrated that more than two thirds of them had low level regards pre work effectiveness, while more than two thirds of them had high level regards post work effectiveness and, about two thirds of them have high level regards follow up work effectiveness. A highly statistically significant difference was found between the studied nurses regarding their pre, post and follow up work effectiveness. These results may be due to the training program provided an opportunity for nursing managers to pay attention to the talents within their departments and motivate them to work efficiently and effectively.

These results regular with, **Abdrabou, El-SayedGhonem, (2020)**⁽²⁸⁾, they performed quasi-experimental research on 80 head nurses and stated that there was highly statistically significant positive correlation between total knowledge, total talent management and total leadership effectiveness among nurse managers' score throughout program

phases. **Omotunde, Alegbeleye (2021)**⁽²⁹⁾, detected that the findings revealed that there was a positive significant relationship between talent management practices and job performance ($r = 0.58, p < 0.05$). Also, **Elhaddad, Safan, Elshall, (2020)**⁽²³⁾ reported that there was a positive highly statistically significant correlation between nurses' perception toward talent management, their work engagement, and retention.

Additionally, **Othman, Khalil, (2018)**⁽³⁰⁾ revealed that talent management reduces demotivation, but does not significantly influence the creativity of architectural firms. While, inconsistent with, **Dzimbiri, Molefi, (2021)**⁽³¹⁾ conducted a cross-sectional survey on 834 registered nurses and the findings of the study demonstrate that talent management practices do not contribute towards job satisfaction of registered nurses in Malawian public hospitals. Similarly, **Mensah, Bawole, (2017)**⁽³²⁾ suggested that talent management does not only have a direct effect, but also an indirect effect on talented employees' affective commitment and decreased quit intentions via person-job fit working in selected parastatal institutions in Ghana.

The current study showed that there was highly statistically significant differences and positive correlation between talent development, talent attraction, also between talent retention and talent attraction, and so between talent retention and talent development. These results cohort with the study by **Kassem, Ahmed (2021)**⁽³³⁾ they conduct descriptive correlational design on 95 head nurses and reported that there was high positive correlation between talent development, talent attraction and talent retention domains at p value $< 0.01^{**}$.

Furthermore, there was a highly statistically significant differences and positive correlation between all domains of work effectiveness at post intervention except in Problem Solving/Judgment domain that there was a statistically significant difference and positive correlation with all other domains. These results consistent with the study aimed to assess work effectiveness in 340 Korean nurses and stated that there was high positive correlation between domains of work effectiveness **Eo, Kim, Lee, (2014)**⁽³⁴⁾.

Conclusion

Overall, the study concluded the following:

About (72%) of nursing managers have low level of talent management skill regards pre intervention, while (64%) have high level regards post intervention and (60%) of them have high level with follow up. A highly statistically significant differences ($p < 0.01^{**}$) exists between the studied nursing managers regarding their pre, post and follow up and total talent management.

About (72%) of nurses have low level of work effectiveness regards pre intervention, while (68%) have high level regards post intervention and, (64.60%) of them have high level regards follow up. A highly statistically significant differences ($p < 0.01^{**}$) found between the studied nurses regarding their pre, post and follow up for total work effectiveness. There are a highly statistically significant differences and positive correlation between all domains as regard talent management and work effectiveness at post intervention ($p < 0.01^{**}$).

Recommendations

Based on important findings of the study, the following were recommended:

1. Providing training programs to improve the efficiency of nursing managers to utilize the available staff talents and experiences in improving performance and work effectiveness.
2. Nursing managers should be use different talent management strategies at work to retain competent employees.
3. Studying the relationship of using talent management strategies to employee satisfaction and motivation.

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