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Original Article

Nursing Management Staff' Talent and Creativity practices and its Relation with Organizational Development and Excellence

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ABSTRACT

Background: In today's competitive world, talent management and creativity practices are critical to the survival and success of employees and achieving organizational excellence and development especially in the era of global growth, great demand and limited supply of human resources. **Aim**: To investigate the nursing management staff' talent and creativity practices and its relation with organizational development and excellence. **Research Design:** Descriptive correlational research design has been used. **Setting**: The study was conducted at all units of Beni-Suef University Hospital, Egypt. **Subjects and Methods**: The study was conducted on all the nursing management staff (**n**= 52) using four data collection tools; I- talent management activities questionnaire, II- creativity observation checklist tool, III= organizational development questionnaire and IV-organizational excellence questionnaire. **Results**: The majority of subjects (86.54%) reported unsatisfactory level of talent management practices, more than two thirds (67.30%) of subjects had poor levels of creativity practices, more than three quarters (78.30%) of them reported low perception of organizational development, and the majority of subjects (94.23%) reported low perception levels of organizational excellence. **Conclusion**: There was a strong positive correlation between talent management practices, creativity practices, organizational development and organizational excellence. **Recommendations:** Conducting talent management programs and workshops periodically for newly hired nursing management staff. Developing a strategy for talent management and integrating creativity within hospital strategic plan to remain competitive in today's health care market, and promoting integrity and openness with nursing management staff by sharing their thoughts, ideas and feelings to enhance organizational development and excellence.

Keywords: Creativity Practices, Nursing Management Staff, Organizational Development, Organizational Excellence, Role, Talent Management Practices.

Introduction

Globalization has changed the situation of employment where talented employees come to be distinct. Recently, handling talented and creative people is the main challenge that organizations are confronting.

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. The conventional talent management practices proceeded from the

approach that took the employee's desires for a career granted *(Meyers, 2020)*.

Jyoti, (2020) studied different dimensions for the application of talent management practices that makes a difference in organizational excellence: ***Recruitment and selection of employees:*** described as an activity that provides the organization with the best suitable candidature for a specific position, ***Retention policies and programs:*** are designed to ensure that employee's remain as committed members to the organization *,* ***Leadership and high potential development***: The key findings in leadership development were that significant progress has been made in building leadership capability; opportunities exist to better align and execute leadership programs; high potential development is a priority for many organizations, but consistent execution falls short, ***Capability development and performance management:*** means that many organizations are re-defining performance management to align it to the need, to identify, nurture and retain talent *,Career management*: concerned with providing opportunities for staff to progress and develop their careers and ensuring that the organization has the flow of talent it needs. *(HCL, 2018; Armstrong, 2019).*

Compensation and reward strategy: has long been used as a technique to improve employee performance. Only a successful reward system can ensure improvement, it improves loyalty, growth and not a personal improvement but organizational development *,Workforce planning*: about having the right people with the right skills in the right place at the right *time ,Talent Strategy*: generally concerned with practices associated with developing strategy, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating and retaining talented employees human resource though a variety of initiatives *(Santhanalaxmi & Chandramohan, 2019; Chrysakis et al., 2020).* The refinement and retention of the talent management process starts with the recruitment and selection and includes other practices like talent development, knowledge management, social media marketing, and rewards & compensation *(Mahapatro, 2017).*

Nursing management staff creativity practices is a fundamental source of progress for health care systems around the world, nurses working in diverse settings with all types of patients, families, communities, health care personnel and staff in other sectors. Nursing management staff are supported in their efforts to provide creative solutions to the challenges and demands of health care provision, as the encouragement of nursing professionals to utilize their acquired knowledge and skills to creatively generate and develop new ways of working, drawing on technologies, systems, theory and associated partners/stakeholders to further enhance and, evaluate nursing practice *(Araby, 2018;Kaya et al., 2019; Othman and Hamidon, 2020).*

Creative practice for nursing management staff is important to an organization's innovation, productivity and sustainability. Health professionals perceive a need to develop job design and leadership factors at work to enhance and support employee creativity. Organizations including health care services need to be innovative to grow, develop, maintain service quality and remain competitive within cost constraints. Organizations need creative employee's or knowledge employee's particularly in knowledge-based economies or settings such as health care practice (*Holzmann & Golan, 2016; Dul et al.,2019). Fathy ,(2015)* studied different dimensions for creative practice as following: I-Staff management including staff education, staff promotion, staff supervision, and staff evaluation. II-Patient care management .III-Unit management.

The ability to use quality improvement activity in different situations of health-care leads to organizational development. An organization development is a system comprised of individual parts working alone and in accordance with others. Scarcely, there can be failure or success of one part without a corresponding effect on other and /or the whole system. `Essentially organization development, when done right, makes the inevitable and challenging change–a group effort amongst internal and external willing participants (*Vukic, 2021).* The dimensions of organization development are; human resources, financial

management and organizational clarity (*James, 2019).*

Excellent organizations proactively and systematically take action to ensure that they have the human resource capability to meet their current and future work requirements; these organizations have made talent management practice critical force in their drive for excellence. Organizational excellence is "the elegant organization that is able to collect, manage and employ the information available in the organization to ensure that the required objectives are achieved effectively" through various dimensions which are organizational leadership excellence, organizational strategic excellence, organizational healthy work environment excellence, organizational staff incentive excellence ,organizational service excellence*,* organizational knowledge excellence(*Al-Lozi, Almomani, and Al-Hawary, 2017).*

Significance of the Study:

Nowadays, talent management practice has been on the agenda of many health care organizations and is considered as one of the most critical factors of successful organization since its importance in achieving organizational development and excellence. Many organizations realized that talent management practice is a key success of modern organizations by getting right person at the right place with the right skills, engaging them on the right activities with team spirit that improve their creativity practice and developing their capabilities

(Bibi, 2020). Therefore, this study was very significant as it investigated nursing management staff' talent and creativity practices and its relation with organizational development and excellence.

Aim of the Study

To investigate the nursing management staff' talent and creativity practices and its relation with organizational development and excellence.

Research Questions:

1. What is the level of talent management practices among nursing management staff at Beni-Suef University hospital?

2. What is the level of creativity practices among nursing management staff at Beni-Suef University hospital?

3. What is the level of organizational development as perceived by nursing management staff at Beni-Suef University hospital?

4. What is the level of organizational excellence as perceived by nursing management staff at Beni-Suef University hospital?

5. Are there relations between talent management and creativity practices for nursing management staff and organizational development and excellence?

Subjects and Method

Research Design:

A descriptive correlational research design was utilized to fulfill the aim of the study.

Setting:

The study was conducted at all units of Beni-Suef university hospital, Egypt. The hospital consists of a six-floor building. The first floor includes the emergency department and hemodialysis unit along with kitchen, laundry room and sterilization unit. The second floor hosts the oncology unit, orthopedic unit, radiology, and laboratory department beside outpatient clinics. The third floor consists of a general intensive care unit, a cardiothoracic intensive care unit and an operation department that subdivided into general and specific operation units. The fourth floor hosts surgical departments. The fifth floor consists of medical departments, cardiac department and pediatric department. The sixth floor includes obstetric department, ear, nose and throat unit (E.N.T) and endemic unit.

Subjects:

The study was conducted on all the nursing management staff (52 nursing management staff) that had more than 1 years of experience and accepted to participate in the study from the above mentioned setting.

Sample Description

Levels of Management (nursing management staff) can be generally classified into three principal categories:

1. **Top-level managers: (nursing directors):** are responsible for controlling and

overseeing the entire nursing staff in the hospital.

2. **Middle-level managers (supervisors):** are responsible for executing organizational plans which comply with the hospital's policies. They act as an intermediary between top-level and low-level administration.

3. **Low-level managers (head nurses):** focus on the execution of tasks and deliverables, serving as role models for the employees they supervise.

Data Collection Tools:

Four data collection tools were used:

Tool 1: Talent Management Activities Questionnaire: developed by the researchers after reviewing the related literature *(Oehley, 2007; Abdel Fattah, Shazly, and Mustafa, 2020; Minha, and Muhammad, 2020; Sarangal, Sharma and Manhas, 2020)* to assess talent management practices levels among nursing management staff. The tool had two parts: **Part (1):** Personal data of nursing management staff including; age, gender, educational qualification, job position, years of experiences and whether or not they attended any workshops regarding talent management. **Part (2):** consisted of (45 items) divided into eight main dimensions as following :Talent management policies(4 items), Retention policies in workplace (6 items), leadership and high professional development (5 items), Capability development & performance management

(5 items), Career management(7 items), Reward compensation(10 items) ,Working planning (4 items) ,and Talent strategy(4 items).

Scoring System:

Responses were measured on three points Likert's scale as follows: "completely done" (2), "not completely done" (1) and "not done" (0). The scores of the items were summed-up and the total divided by the number of the items, giving a mean score for the part. These scores were converted into a percent score. The practices were considered satisfactory if the percent score was >80% and unsatisfactory if <80% which equals "72 score" *(Sharma, & Manhas, 2020)*.

Tool 2: Creativity Observation Checklist: developed by the researcher through reviewing the related literature as *(El-Shahat, 2014; Fathy, 2015)*. This tool aimed at assessing creativity performance of nursing management staff at work. It consisted of three dimensions divided into 52 items as follows: I-Staff management (34 items) distributed as staff education (8 items), staff promotion (15 items), staff supervision (6 items), and staff evaluation (5 items). II-Patient care management (11 items) and III-Unit management (7 items).

Scoring System:

Responses were measured on a three-point Likert scale as follows: "completely done" (2), "incompletely done" (1) and "not done" (0).The total score (104) and cut point was done at 60%= 63 scores. The range scores of

observational checklist were expressed as follows; Poor = < 60% (0 - <63), Average = 60% - <75% (63 - < 78), Good = ≥75%, (≥ 79 - 104). *(Fathy, 2015)*

Tool 3: Organizational Development Questionnaire: developed by *Riland Trust Council & Rivers council, (2018)* and modified by the researchers after reviewing of literature (*Zakaria et al., 2019)* to assess nursing management staff perception level regarding organizational development. It consisted of 43 items, divided into three dimensions; Organizational clarity and standards (11 items), Management and human resource (18 items), and Financial management (14 items).

Scoring System:

Responses were measured on a five points Likert scale ranged from "strongly agree" (5) to "strongly disagree" (1). The scores of each dimension summed up, converted into percent score, the total perception scoring was (215). The score convert into percentage: high perception ≥75%, (≥161), moderate perception 60% to 75% (129 to 161), and low perception <60% (<129) **(Zakaria et al., 2019).**

Tool 4: Organizational Excellence Questionnaire: developed by the researchers after reviewing the related literature *(Al-Lozi, Almomani, & Al-Hawary, 2017; Abdul'aal, &Alheet, 2018; Herzallah et al., 2020; Osman, 2019):* to assess level of organizational excellence among nursing management staff in their work settings. It was consisted of 30 items

classified under six main categories: Organizational leadership excellence (5 items), Organizational strategic excellence (5 items), Organizational healthy work environment excellence (5 items), Organizational staff motivation excellence (5 items), Organizational service excellence (5 items), and finally Organizational knowledge excellence (5 items).

Scoring System:

Responses were measured on three point Likert Scale as follows: "Important" (3), "Sometimes important" (2) and "not importance "(1). The score of all items was summed up converted into percentage. The total score was (90) and the cutoff point was done at 60% = 45 scores:

- High level of organizational excellence (≥75%) that equals (68-90 scores), Moderate level of organizational excellence (60 %-< 75%) that equals (54-67 scores) and low level of organizational excellence (<60%) that equals (1-53 scores) *(Othmani & Ghentioui, 2020).*

Validity of the Tools:

Study tools were examined for face and content validity through a jury of five experts in nursing management which are Professors in Nursing Administration from Faculty of Nursing (three professors from Tanta University, two Professor from Menoufia University) Based on this jury, some items were rephrased. The data collection tools were translated into Arabic by two translators. Each of them translated the tool

separately. The two versions were combined and revised and then back translated into English by a third translator. The translation was refined after back translation until agreement was acquired among all three translators. The questionnaire was then piloted for comprehension and ease of administration on 10 Arabic-speaking.

Pilot Study:

The pilot study was conducted with 5 nursing management staff that represented 10% of nurses at the previously mentioned settings in order to test the applicability and the clarity of the constructed tools. The pilot was served to estimate the time needed for each subject to fill in the questionnaire. Subjects selected for pilot study was excluded from the study because some modifications were done based on the result of piloting. The necessary modifications were done based on experts' opinions.

Reliability of the Tools

The tools were tested for reliability by measuring their internal consistency using Cronbach's alpha coefficient which was (0.789)for talent management activities questionnaire; (0.812) for creativity observation checklist, (0.763) for organizational development questionnaire and (0.791) for organizational excellence questionnaire. Thus indicated a high degree of reliability for the study tools.

Ethical Consideration:

The authorization and official permission to conduct the current study was granted by securing a letter of approval to the hospital and nursing directors at which study was conducted. The participants were asked orally for their informed consent approval. The researchers clarified to the participants that their participations in the study were entirely voluntary and they were able to withdraw from the study at any time without any penalties. Additionally, research subjects' anonymity and confidentiality were secured by explaining to subjects that, no names on the questionnaires were written and all information was required for research purpose only.

Procedures of Data Collection:

A written official approval to conduct the study was obtained from the dean of the faculty of nursing at Beni-suef University that was delivered to the administrators of Beni-suef University Hospital, in order to obtain their agreement to conduct the study after explaining its purpose. Informed consents were obtained from selected nursing management staff and the aim of the study was explained to them. The data collection started from the beginning of January (2022) to the end of February (2022) covering a period of two months; 3 days per week. Moreover, at this time, the questionnaires were distributed during nursing management staff work hours (morning and afternoon shifts) and took 2-3 nursing management staff from each unit to avoid patient care interruption. Time needed to complete questionnaires sheet was (15:20) minutes.

Data Analysis:

A compatible personal computer was used to store and analyze data. The collected data were analyzed using statistical package for social sciences **(SPSS 22.0)** for descriptive statistics in the form of frequencies and percentages for categorical variables. Means and standard deviations were used for continuous variables. Pearson correlation coefficient was used for measuring the correlation between study variables. Regression analysis was used for predicting the relationships between study variables. Considered highly statistically significance at p-value p <0.05.

Results:

Table 1: Showed that half (50.0%) of nursing management staff were aged between 25- < 35 years old, with mean ± SD (38.45±6.23), most of study subjects (63.5%) were female, ninety percent(90.4%) of them were unmarried, less than half (46.4%) were head nurses. While (63.5%) of them hold Bachelor degree in nursing. (63.4%) of subjects had between 5 < 10 years of experience and while study sample (88.5%) didn't attend any training about talent management.

Table 2: Illustrated that the overall mean score dimensions of talent management practices was (43.80 ± 9.44) with a mean % (48.6%) indicating unsatisfactory talent management practices and the highest Mean % was talent strategy .The overall mean score of creativity practices was (49.40 ±6.04) with a mean % (47.5%) indicating poor level of creativity practices and the highest Mean %

was staff evaluation . For organizational development, the overall mean score was (117.09 ± 20.72) with a mean % (54.4%) indicating low perception of organizational development. practices and the highest Mean % was management and human resource .For organizational excellence, the overall mean score was (42.92± 3.77) with a mean % (47.6%) indicating low perception of organizational excellence and the highest Mean % was Organizational leadership excellence.

Table 3: Summarized that the majority of study sample (86.54%) had unsatisfactory level of talent management practices, more than two third (67.30%) of study subjects had poor levels of creativity practices .For organizational development (78.30%) of study sample had low perception. The majority of subjects (94.23%) had low perception levels of organizational excellence.

Table 4: illustrated that there were strong positive correlation between talent management practices, creativity practices and organizational development and organizational excellence at (**P**=0.000).

Table 5 and Figure 1: Displayed that talent management practice (**ß**=0.28, **P**=0.000), creativity practice (**ß**=0.36, **P**=0.000) and organizational development (**ß**=0.24, **P**=0.000) explained 58% of the variance in organizational excellence.

Table (1): Frequency Distribution of nursing management staff according to personal data (*n*=52)

Items	No	%
Age		
− 25- < 35	26	50.0
− 35- < 45	23	44.2
− 45 - < 55	3	5.8
− ≥55	0	0.00
Mean± SD	38.45±6.23	
Gender		
− Male	19	36.5
− Female	33	63.5
Marital status		
− Married	5	9.6
− Unmarried	47	90.4
Job Position		
− Nursing director	1	1.9
− Nursing supervisor	18	34.6
− Head nurse	33	46.4
Education qualifications		
− Bachelor in nursing	33	63.5
− Post graduate studies	19	36.5
Years of experience		
− < 5 Years	9	17.3
− 5<10	33	63.4
− ≥10	10	19.3
Training		
− Yes	6	11.5
− No	46	88.5

Table (2): Overall mean score dimensions of talent management practices, creativity practices, organizational development and organizational excellence (*n*=52).

Variables	Max	Mean±SD	Mean
Talent Management practice			
1- Recruitment and selection	8	3.75±1.20	46.8
2-Retention policies in workplace	12	5.90±2.54	49.1
3-Leadership and high professional development	10	4.92±1.87	49.2
4-Capability development & performance management	10	4.94±1.73	49.4
5-Career management	14	6.42±2.07	45.8
6-Reward compensation	20	8.69±3.39	43.4
7-Working planning	8	4.09±1.08	51.1
8-Talent strategy	8	5.07±2.30	63.3
Overall dimensions (Talent Management Practice)	90	43.80±9.44	48.6
Creativity practice			
1-Staff education	16	7.65±2.66	47.8
2-Staff promotion	30	14.86±2.85	49.5
3-Staff supervision	12	5.36±1.81	44.6
4-Staff evaluation	10	4.98±1.99	49.8
5-Staff management	68	32.86±4.40	48.3
6-Patient care management	22	10.63±3.01	48.3
7-Unit management	14	5.90±1.31	42.1
Overall dimensions	104	49.40±6.04	47.5

(Creativity Practice)			
Organizational Development			
1-Organizational clarity and standards	55	29.55±8.20	53.7
2-Management and human resource	90	51.67±13.22	57.4
3-Financial management	70	35.86±12.45	51.2
Overall dimensions (Organizational Development)	215	117.09±20.72	54.4
Organizational Excellence			
1-Organizational leadership excellence	15	8.17±1.80	54.4
2-Organizational strategic excellence	15	6.67±1.59	45
3-Organizational healthy work environment excellence	15	7.61±1.90	50.7
4-Organizational staff motivation excellence	15	6.38±1.19	42.5
5-Organizational service excellence	15	7.36±1.73	49
6-Organizational knowledge excellence	15	6.71±1.64	44.7
Overall dimensions (Organizational Excellence)	90	42.92±3.77	47.6

Table (3): Frequency Distribution of total levels of talent management practices, creativity practices, organizational development and organizational excellence (*n*=52)

Variables	Categories level	No	%
Talent management practices	**Satisfactory**	7	13.46
	Unsatisfactory	45	86.54
Creativity practices	**Poor**	35	67.30
	Average	10	19.23
	Good	7	13.47
Organizational development	**Low**	41	78.84
	Moderate	10	19.23
	High	1	1.93
Organizational excellence	**Low**	49	94.23
	Moderate	3	5.77
	High	0	0.00

Table (4): Correlation matrix between study variables

Variables	Creativity		Development		Excellence	
	r	*P*	*r*	*P*	*r*	*P*
Talent	0.60	0.000	0.80	0.000	0.56	0.001
Creativity			0.60	0.000	0.75	0.000
Development					0.57	0.001

** Highly statistically significant at (p≤ 0.001)

Table (5): **Unstandardized Coefficients of Regression for talent management practice, creativity practice and organizational development**

	Unstandardized Coefficients		R^2	F	P-value
	B	P-value			
Constant	13.66	0.000**			
Talent management practices	0.28	0.000**	0.589	26.77	0.000**
Creativity practices	0.36	0.000**			
Organizational development	0.24	0.000**			

Dependent Variable: Organizational Excellence. ** Highly statistically significant at ($p \leq 0.001$)
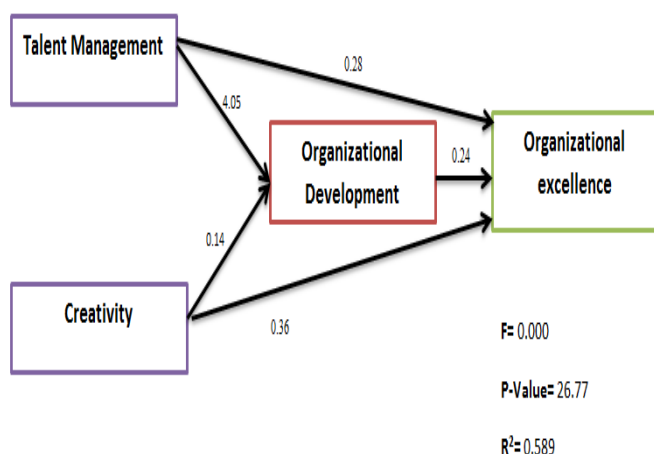
Figure 1: The Relationship between Study Variables

Discussion:

During the last decade, the talent management practice has emerged in the world as a strategic dimension in the organization. It had a great impact on an organization's excellence by minimizing the costs of the hiring process; it also increases the productivity, profitability, and output of the organization. When an organization applies talent management, it creates tremendous opportunities for competitive advantages. Indeed, an organization's position is determined by its ability to retain, engage, and develop talent. Therefore, talent management practice is important factor leading to the failure or success of the organization (*Al-Dalahmeh et al., 2020*).

Concerning talent management practice, the current study revealed that nursing management staff had an unsatisfactory level of talent management practice. From the researcher's point of view, this could be due to increased workload which enforces nursing management staff to focus on task

achievement with minimal emphasis on staff development and enhancement. Moreover, lack of adequate training about talent management plays a critical role in that unsatisfactory level. On contrast, *Sopiah et al., (2020)* stated that nurses in Indonesia have received suitable talent management training. Nurses believe that their employers were concerned about their future career growth and prospects. *Dahshan, Keshk, & Dorgham, (2018)* disagreed with present study and found that nurses at Menoufia University Hospital were more satisfied than nurses at Shebin El-Kom Teaching Hospital in terms of total score of talent attraction and retention.

Concerning creativity practices, the current study revealed that nursing management staff had poor level of creativity practices. From the researcher's point of view, this could be due to inadequate training and lack of administrative support. *Afsar, Cheema & Saeed, (2018)* reported that employee involvement in innovative work is of crucially important for organization's competitiveness, especially in the nursing profession. *El-seidy, Abd-El-Aal & Atalla, (2021)* agree with the current study and reported that staff nurses had low perception of creativity.

Concerning organizational development, the current study revealed that nursing management staff had low perception of organizational development. From the researcher's point of view, this could be due to the nursing management staff are not

involved and not engaged in development of the hospital. On the contrary, *Sobky, Elsayed &Kamel, (2021)* reported that half of nursing staff had high perception level regarding organizational development. Similarly, *Hayat et al., (2019)* reported that staff had a high level of organizational development. *Kutney et al., (2016)* reported that highest percentage of nurses engaged in hospital development and had higher job outcome scores

Concerning organizational excellence, the current study revealed that nursing management staff had low perception of organizational excellence. *Al-Lozi, Almomani & Al-Hawary, (2017)* reported that subjects perceptions of talent management is based on the recognition of talent and appreciation of their talents, and motivate them for work and excellence, talented employees are in the company, but recognition of them stimulates their energies and shows their creations clearly. *Mohammed et al., (2018)* reported that respondent had high score of excellence principles indicating that the respondents agreed that leadership are committed to establishment of direction in their facility, ultimate focus is on meeting the economic needs of the institution, institution nurture and reinforce cooperation and teamwork, there is always consistency in work processes and how things are done around here, Value-added relationships are developed with suppliers and partners and the institution made decisions based on results of performance evaluation.

The present study incongruent with *Mohammed et al., (2018)* who reported that respondents had high perception of excellence indicating that the respondents agreed that core values, policies and regulations are communicated to stakeholders including internal and external stakeholders, governance system of leadership, decision making and accountability are generally effective, the selection and recruitment process in the institution is in the best interest of both the department and the workers, a strategy is installed to manage resources effectively and constant improvement of each management criteria as (finance, HR, Marketing …etc.) is always ongoing.

Concerning the relation between study variables, there was a strong positive correlation between talent management practices, creativity practices, organizational development and organizational excellence. The study was congruent with *Alheet & Abdul'aal (2018)* who reported a strong positive correlation between talent management and organizational excellence. In the same vein *Jehangir & Khan (2018),* who reported that there was a positive correlation between talent management and creativity. *AL-Galbi (2020),* also reported a positive correlation between talent management and organizational development.

Conclusion:

In the light of the current study, it could be concluded that, The majority of study subjects reported unsatisfactory level of

talent management practices, more than two third of subjects reported poor levels of creativity practices, more than three quarter for organizational development of study sample had low perception, the majority of subjects reported low perception levels of organizational excellence. There was a strong positive correlation between talent management practices, creativity practices, organizational development and organizational excellence.

Recommendations:

For hospitals and decision makers:

- Hospital administrators should pay attention to innovators, support them and recognize their talents, as they represent an intellectual capacity that improves the performance of organizations, and increases their competitiveness.

- Participation of management staff at all levels in organization's mission, ideology, priorities, and objectives setting requirements for roles within their discipline.

- Policies concerning the promotion of health care personnel to positions of management and leadership membership must stay away from the bureaucratic systems of management, to deal flexibly with employees and to recognize and motivate their talents.

- Promote integrity and openness with nursing management staff by sharing their thoughts and feelings that enhances organizational excellence and development.

For researchers:

- Further study for developing organization excellence through better talent management, impact of talent management practices and creativity on organization excellence and performance.

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