

Effect of Educational Program about Talent Management for Nursing Managers on Their Job Affiliation and Organizational Excellence

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Abstract

Background: Talent management has been on the agenda of many health care organizations because of the belief in its importance in achieving organizational excellence and make their personnel more affiliated to achieve organizational objectives. **Aim:** The study aims to evaluate the effect of educational program about talent management for nursing managers on their job affiliation and organizational excellence. **Research Design:** A quasi-experimental research design was utilized to carry out the current study. **Setting:** The study was conducted in all (48) units at Benha University Hospital Qaluobia Governate, Egypt. **Subjects:** all (52) nursing managers that include (1) Nursing Director, (3) Supervisors, and (48) head nurses. **Tools:** Four tools were used in this study; First: Talent Management Knowledge Questionnaire, Second: Talent Management activities Questionnaire, Third: Job Affiliation Questionnaire and the fourth tool: Organizational Excellence Questionnaire. **Results:** The study findings revealed that there were highly statistical significant improvement in the nursing managers' levels of talent management knowledge and activities, job affiliation and organizational excellence after intervention both immediately post and follow up the program. **Conclusion:** The study concluded that there were statistically significant positive correlation among nurse managers' talent management knowledge and activities scores with their job affiliation and organizational excellence scores. **Recommendation:** Establishing bases for recruitment and selection in hospital that rely on the criteria of talents acquisition.

Key words: Job Affiliation, Nursing Managers, Organizational Excellence, Talent Management.

Introduction

In 21st century's dynamic and competitive business environment, hiring and retaining talented employees has become a significant managerial concern and a fundamental issue for both private and public sector organizations. Therefore, talent management is now considered predominant success factor for achieving competitive advantage, organizations

understand that adapting talent management practices is essential for ensuring employee positive outcomes and behaviour thus they are becoming more concerned about talents (Khoreva, Vaiman, and Van Zalk, 2017; Savov, Lancaric, and Kozakova, 2020).

Talent management can be defined as a course that develops and preserve impending high player that assist in accomplishing the organizational

objective, the term covers a wide range of talents such as technological talents, managerial talents etc (**Rostam, 2019**). Also talent management is defined as the set of activities concerned with drawing, selecting, developing and retaining proficient and knowledgeable employees. Most of the focus on this topic stems due to the belief that traditional practices need to be updated and innovated in response to the dynamism of the global business and organizational environment (**Mensah, 2019**).

The talent management phenomenon can be compartmentalized into three categories; attraction and selection, retention and development. The attraction and selection phase is concerned with navigating the talent pool, potential candidates with the skills and competitiveness to drive the organization towards excellence, towards possible positions that might interest them. The selection of talented employees can be achieved through internal and external hiring. The second and third phase of retaining and developing talented employees is extremely crucial (**McDonnell et al., 2017; El Dahshan, Keshk, and Dorgham, 2018**).

The importance of talent management is vital to human resources as it plays a major role in the overall organization. It is the commitment to hire, manage, develop, and retain employees. This allows organization to retain and recognize top talent within their employees that will in turn help manage organizational excellence (**Taylor, 2021**). The more the employee feels that they are attached with the organizations, the more they will think positively and do contribute in achieving organization's return on investment, stay loyal and affiliated to the organization by staying long which in turn reduce the turnover rate from the organization as well as deploying their full potency (**Ashif, 2019**).

Job affiliation is one of the main pillars of critical importance in the policies of helping organizations achieve their goals; it is increase the motivation of employees to present their best and generate the desire to give and give and overcome the difficulties, job affiliation is considered as the need to form friendships, cooperative groups and team work (**Mohamed, 2017**). Also it one of the humanitarian goals that all organizations seek to achieve them as they have positive effects on the individual and the organization. Individuals who affiliated to their organizations are a source of strength that helps in their survival and competition with other organizations (**Al-Fadli, 2020**).

Job affiliation can be defined as psychological state and social goals show match employees with the objectives of the organization and a sense of each party towards the other party duties, adhere to the values and objectives of the organization and strong sense of belonging to defend them and the desire to continue. Individuals who have this overwhelming need for affiliation, however, are not the most effective managers or leaders simply because they have a hard time making difficult decisions without worrying about being disliked (**Abd El-Halim, 2019; and Al-Fadli, 2020**).

An individual's need for affiliation reflects his/her desire for social contact or belongingness, and is associated with an individual's tendency to derive social gratification as rewards from harmonious relationships, a sense of communion, fairness and support from others. Individuals with a high need for affiliation have a high level of interest in establishing, maintaining, and restoring close personal and emotional relationships with others. As a result, a high need for affiliation is characterized by a strong desire to like and be liked by others, a strong desire for approval and reassurance

from others, and a tendency to be attracted to group tasks in order to achieve organizational objectives and excellence (Volmer et al., 2019).

Organizational excellence is "the wonderful organization that is able to collect, manage and use the information available in the organization to ensure that the desired goals are achieved efficiently and effectively". Excellent organizations proactively and systematically take action to ensure that they have the human resource capability to meet their current and future business requirements, these organizations have made talent management a critical force in their drive for excellence (Al-Lozi, Almomani, and Al-Hawary, 2017).

There are many factors which act as independent variables and directly influence organization to be excellent like right employees, resources pool, retention policies, work culture, compensation, flexibility, motivation, employer brand, resource pool, innovation, management by objectives, total quality management and many more. These independent variables influence direct variables like demand supply balance of talents, sustaining competitive advantage, maintenance of human resource pool and organizational up gradation which helps in organizational excellence (Ali, 2019).

Talented employees are valuable for all organizations, generally human factor is the key success of organization should be more considered rather than other factors. So, it is very crucial for organization management to more considered educating and training talent individuals according to environment of workplace or organization culture either training for short term and development for long term. Training and educating employees are vital factors which maintain effectiveness and efficient of employee

workplace performance and improve their workplace environment to become more affiliated to their job that at the end can be achieve organization excellence (Asrar, Azhar, and Hussain, 2018).

Significance of study

Nobody can argue that talent is most critical source of successful organization. Many organizations realized that talent management is a key success of modern organizations by getting right people at the right place with the right skills, engaging them on the right activities with team spirit that improve their job affiliation and developing their capabilities through continuous training and education programs to would result into achieving targeted goal and excellence of the organization (Bibi, 2019). Additionally when the researchers contact with nursing managers at Benha university hospital during practical training of students at last year found that they don't know how to plan and manage talent nursing staff capabilities effectively. So this study was conducted to study Effect of educational program about talent management for nursing managers on their job affiliation and organizational excellence at Benha University Hospital.

Aim of the study

The study aims to evaluate the effect of educational program about talent management for nursing managers on their job affiliation and organizational excellence

Research hypotheses

It was hypothesized that; there will be general improvement in the nursing managers' talent management knowledge and activities after implementation of the designated educational program, and it

will be having a positive effect on their job affiliation and organizational excellence.

Subjects and Methods

Research Design

A quasi-experimental research design was utilized to carry out the current study.

Setting

The current study was conducted in all (48) units at Benha University Hospital Qaluobia Governate, Egypt. The total beds capacity in all hospital units were (642) beds. The hospital composed of three separated buildings providing multi services; firstly, Medical Building consisted of 34 units (459 beds). Second, Surgical Building consisted of 12 units (173 beds). And finally, Ophthalmology building includes 2 units (10 beds).

Subjects

All the nursing managers who were available at the time of study composed of (52) nursing managers who had at least one year of job experience. This group consisted of three levels of nursing Managers; (1) top-level nursing director/matron, (3) middle level supervisors /assistance director, and (48) first line manager/head nurses all of them participated in the study.

Tools of data collection

Four tools were used to collect the study data:

1) The First Tool: Talent Management Knowledge Questionnaire

A structured questionnaire was developed by the researchers after

reviewing of the recent relevant literature (Mellahi, and Collings, 2010; Optimis, 2011; Fapohunda, 2014; Taie, 2015; Knott, 2016; Abd El Rahman, and Farghaly, 2019; Osman, 2019; Minha, and Muhammad, 2020). It was used to assess the nursing managers' knowledge about talent management in their work settings. It was consisted of two main parts. **Part 1:** Nursing managers' personal data such as (age, gender, marital status, years of experinces, educational qualification, attending training courses about talent management, job affillation or organizational excellence). **Part 2:** Talent Management Knowledge Test to assess nurse managers' knowledge about talent management, it included (30) questions categorizing under five main categories as following: 1- Concept of talent management (5 items), 2- Displaying a talent management mindset (5 items), 3- Talent acquisition, recruiting and attraction (5 items), 4- Talent planning and development (5 items), finally Talent maintainance and retention (10 items).

The scoring system:

The question were scored as "1" for correct answer, and "zero" for incorrect answer or do not know. The total scores were "50", and knowledge was considered correct or satisfactory if the percent was 60% or more and unsatisfactory if less than 60%.

The total score:

- Satisfactory knowledge $\geq 60\%$ that equals ($\geq 18-30$ degrees)
- Unsatisfactory knowledge $<60\%$ that equals (0-17 degrees)

2) The Second Tool: Talent Management activities Questionnaire:

A structured questionnaire was developed by the researchers after reviewing of the related literature (Oehley, 2007; Abdel Fattah, Shazly, and Mustafa, 2020; Minha, and Muhammad, 2020; Sarangal, Sharma, and Manhas, 2020) to assess talent management level among nursing managers in their work settings. It was consisted of (50 items) classified under nine main dimensions as following: 1- Displaying a talent management mindset (5 items), 2- Acquisition, attracting and recruiting talent (6 items), 3- Identifying and differentiating talented staff/employees (6 items), 4- Developing and improving talent (6 items), 5- Talent motivation (remunerating and rewarding fairly) (6 items), 6- Providing meaningful and challenging work (5 items), 7- Managing work-life balance (5 items), 8- Succession strategy or career replacement planning (5 items), finally Talent maintaining and retention (6 items).

Scoring system:

The subjects' responses scored against three point Likert Scale. "Often as (3), "Some times" as (2) "Rarely" as (1). Mean and standard deviation was calculated and then converted into percentage total score was 150 grades and the cut point was done at 60% = 90 score.

- Good talent management level when total percentage was $\geq 75\%$ that equals between ≥ 113 -150 scores
- Moderate talent management level when percentage ranged from 60 %-< 75% that equals between 90- 112 scores.
- Poor talent management level when percentage was < 60% that equals 1-89 scores.

3) The Third Tool: Job Affiliation Questionnaire

A structured questionnaire developed by the researchers after reviewing of recent relevant literature (Abd El-Halim, 2019; Al-Fadli, 2020; Alqahawe, and Abu Kaream, 2020) to assess level of nursing managers' job affiliation in their work settings. It was consisted of (27 items) classified under three main dimensions as following: Modesties/discontentment with work (9 items), working with team spirit (9 items), and professional ethics (9 items).

Scoring system:

The subjects' responses scored against three point Likert Scale. "Often" as (3), "Some times" as (2) "Rarely" as (1). Mean and standard deviation was calculated and then converted into percentage total scores were 81 scores and the cut point was done at 60% = 49 score.

- High Affiliation level when total percentage was $\geq 75\%$ that equals (61-81 scores)
- Moderate Affiliation level when ranged from 60 %-< 75% that equals (49-60 scores).
- Low Affiliation level when percentage was <60% that equals (1-48 scores).

4) The Fourth Tool: Organizational Excellence Questionnaire

A structured questionnaire developed by the researchers after reviewing of the recent related literature (Al-Lozi, Almomani, and Al-Hawary, 2017; Abdul'aal, and Alheet, 2018; Osman, 2019; Herzallah, and Abu Lebdah, 2020; Othmani, and Ghentiu, 2020) to assess level of organizational excellence among nursing managers in their work settings. It was consisted of 30 items classified under six

main categories; as following: 1- Organizational leadership excellence (5 items), 2- Organizational strategic excellence (5 items), 3- Organizational healthy work environment excellence (5 items), 4- Organizational staff motivation excellence (5 items), 5- Organizational service excellence (5 items), and finally Organizational knowledge excellence (5 items).

Scoring system:

The subjects' responses scored against three point Likert Scale. "Important" as (3), "Sometimes important" as (2) "not importance" as (1). Mean and standard deviation was calculated and then converted into percentage the total score was 90 scores and the cut point was done at 60% = 54 scores.

- High level of organizational excellence when total percentage was $\geq 75\%$ that equals (68-90 scores)
- Moderate level of organizational excellence when ranged from 60 %-< 75% that equals (54-67 scores).
- Low level of organizational excellence when percentage was <60% that equals (1-53 scores).

Tool validity and reliability

Validity: All tools of the current study were reviewed by Jury group (5 experts) in the field of nursing administration from different Faculty of Nursing in different Universities; one Assistant professors of Nursing Administration from Ain Shams University, one Assistant Professor of Nursing Administration from Cairo University, one Assistant professors of Nursing Administration from Tanta University, one Assistant Professor of Nursing Administration from Menofia

University to ensure its clarity, feasibility and applicability. Finally, modifications were done in the light of the experts' valuable comments as modifying some words to give the most appropriate meaning for the phrase which were not clear.

Reliability: The reliability was done by Cronbach's Alpha Coefficient test which revealed moderate to high reliability of each tool. The internal consistency of the first tool was 0.835, and the second tool was 0.897, the third tool was 0.897 and finally the fourth tool was 0.875.

The pilot study:

A pilot study was carried out on 10% from the total number of study sample (5) nursing managers to assess the tools clarity, objectivity, feasibility and practicability as well as to estimate the time needed for filling the tools that approximately ranged from 45-60. It was done in the end of November 2020. The pilot study was included in the main study sample because no modification was done.

Field work:

- A written official letter was obtained from the Dean of the Faculty of Nursing, Benha University and delivered to the Directors of Benha University Hospital in order to obtain their approval for conducting the study after explaining the purpose of the study.
- The study took approximately 9 months; the study was carried out from at the beginning of June 2020 to the end of March 2021.

The preparation phase:

- The researchers reviewed current related literature and theoretical knowledge of the various aspects that concerning topic of the study to

develop and construct the study tools of data collection; and planning talent management program. Translating tools into Arabic language to facilitate better understanding and introduced to nursing managers in Arabic format.

- Development of the program was based on context of the needs were identified through baseline data from final designed tools. Additionally, the development of the program based on assessment of nursing managers' talent management knowledge and activity that was done directly before starting the program. In addition to reviewing of recent related literature. Then with this information and the detected needs were translated for developing the talent management program
- The talent management program covers the following items:
 - Concept of talent and talent management in nursing
 - How talents are identified by the organization.
 - Objectives and importance of talent management in nursing
 - Talent management process
 - How to increase acquisition, attracting and recruiting talent.
 - Talent planning and developing talent employee.
 - Key activities of talent management.
 - Starting in preparing and designing of nurse managers' talent management program to provide

nurse managers an opportunity to develop their knowledge and activities about talent management process, it was done through assessment, implementation, and evaluation phase.

Assessment Phase:

- The researchers met nurse managers and explained the aim and nature of the study and method of filling the questionnaires. This was done individually or through small group meetings. Also, the nurse managers were grouped according to their department location into 6 groups; each group contains 9 nurse managers except 2 groups contains 8 nurse managers.
- The questionnaire were distributed by the researchers to the participated nursing managers before implementing the program during the period of November 2020, to fill it during their work hours (morning and afternoon shifts) which determined before with the head of each department according to type of work and their workload to gain their support and ensure the continuity of patient care.

The Implementation Phase

- The program was implemented in previous mentioned units at Benha Univerity Hospital. It was implemented during the period of November–December 2020. The time needed for achieving the program objectives was 30 hours. The educational program lasted for 15 days with 30 hours distributed as the following; 15 sessions, 2 hour/session, 2 days/week.

- Each researcher implemented the talent management program with one group separately in the day by using available resources, relevant contents and instructional strategies for each session. Different methods of teaching were used such as lectures, small group discussion, brainstorming, group activity. Instructional media/teaching aids used were included power point presentation, handout prepared by the researchers and distributed to all nurse managers in the first day.
- Feedback was given at the beginning of each session about the previous one and at the end of each session about the current sessions, and different methods of evaluation were selected to suit the nurse managers' needs and achieve objectives and contents of the talent management program.

The evaluation phase

- A pretest was conducted prior to the sessions. Purposes and nature of the study was explained to nurse managers before answering the pretest, which filled by them in the presence of researchers. A post-test was administered also both immediately post implementation of the program and in the follow-up after three months later of the program.
- The evaluation phase emphasis on estimating the effect of the program on nursing managers' talent management knowledge and activities, levels of their job affiliation and organizational excellence.

Ethical considerations:

Each nurse manager was informed about the purpose and benefits of the study then oral consent was obtained before starting the data collection. Confidentiality was ensured throughout the study. The nurse managers were assured that all data was used only for research purpose and each nurse managers were informed of the rights to refuse or withdraw of the study at any time without giving any reasons.

Statistical analysis

Data were verified prior to computerized entry. The Statistical Package for Social Sciences (SPSS version 20.) was used for that purpose, followed by data analysis and tabulation. Descriptive statistics were applied (e.g., frequency, percentages, mean, and standard deviation). Test of significance (Chi-square and independent t test) were used to test the homogeneity of the outcome variables between the groups and to test the study hypothesis. Pearson correlation coefficients were used. A statistically significant difference was considered at P-value $P \leq 0.05$, and a highly statistically significant difference was considered at P-value $P \leq 0.001$.

Result:

Table (1): This table shows that half of the nursing managers (50%) their age was ranged from 45 to < 55 years old with mean age (34.58±6.49). The majority of them (96.2% & 82.7%) were female and married respectively. More than two thirds (71.2% & 70.8%) had Bachelor degree and work at the medical department respectively. More than half (55.8%) having years of experience from 10 to less than 20 years with mean years of experience (16.23±5.36). More over most of them (92.3% & 94.2%) work as head nurse and reported that not attending

training courses in their work setting respectively.

Figure (1): This figure clarifies that, there were statistical general improvement in total level of nursing managers' knowledge after intervention of the program both immediately post and follow-up after three months of the program. In the pre-program; (94%) of nursing managers' knowledge were unsatisfactory; while in the immediate post and follow-up it was improved and became satisfactory and increased to (89% & 73%) respectively.

Table (2): This table revealed that, there were statistical significant general improvement in nursing managers' knowledge after intervention of the designed educational program both immediately post and follow-up after three months of the program. The least mean scores (1.06 ± 0.98) of nursing managers was related to talent planning and development before intervention and it was increased to (5.23 ± 0.69) that represent in the immediate post program and its slightly decreased (4.13 ± 1.52) in the follow-up after three months but still more than pre program.

Figure (2): This figure indicates that there was general improvement in total level of nursing managers' talent management activities after intervention of the program at both immediately post and follow-up as compared to pre-program. The (73% & 55%) of nursing managers' had good level of talent management activities at immediate post and follow-up program respectively. However at pre-program the highest percentage (91%) of nursing managers' had poor level of activities toward talent management.

Table (3): This table illustrated that, there were statistical significant general improvement in nursing managers' talent management activities after intervention of the designed educational program both immediately post and follow-up after three months of the program. The least mean scores (3.19 ± 1.79) of nursing managers was related to acquisition, attracting and recruiting talent before intervention and it was developed and increased to (15.76 ± 2.63) in the immediate post program and its slightly decreased to (12.38 ± 1.98) in the follow-up but still more than pre program intervention.

Figure (3): This figure reveals that there was general improvement in total level of nursing managers' job affiliation after intervention of the program at both immediately post and follow-up program as compared to pre-program. The (70% & 52%) of nursing managers' had good level of job affiliation at immediate post and follow-up program respectively. However at pre-program the highest percentage (89%) of nursing managers' had poor level of job affiliation.

Table (4): This table indicated, that there were statistical significant general improvement in nursing managers' job affiliation after intervention of the designed educational program both immediately post and follow-up after three months of the program. The least mean scores (13.38 ± 3.37) of nursing managers were related to working with team spirit before intervention of the program and it was increased to (22.14 ± 3.26) that represent in the immediate post program and its slightly decreased to (18.91 ± 3.49) in the follow-up after three months but still more than pre program.

Figure (4): This figure illustrates that there was general improvement in total level of nursing managers'

organizational excellence after intervention of the program at both immediately post and follow-up as compared to pre-program. The (55% & 45%) of nursing managers' had good level of organizational excellence at immediate post and follow-up program respectively. However at pre-program the highest percentage (68%) of nursing managers' had poor level of organizational excellence.

Table (5): This table displayed that, there were statistical significant general improvement in nursing managers' organizational excellence after intervention of the designed educational program both immediately post and

follow-up after three months of the program. The least mean scores (7.21 ± 2.26) of nursing managers was related to organizational leadership excellence before intervention and it was enhanced and increased to (10.69 ± 2.48) in the immediate post program and its slightly decreased to (9.75 ± 2.21) in the follow-up but still more than pre program.

Table (6): This table described that, there were statistically significant positive correlation among nursing managers' talent management knowledge and activities scores with their job affiliation and organizational excellence scores.

Table (1): Personal characteristics of the nursing managers. (N=52).

Personal characteristics	Total (N=52)	
	N	%
Department/unit		
Medical	34	70.8%
Surgical	12	25%
Ophthalmology	2	4.2%
Age		
25- < 35	11	21.2%
35- < 45	13	25%
45 - < 55	26	50%
55-58	2	3.8%
Mean and \pmS.D	34.58\pm6.49	
Gender		
Male	2	3.8%
Female	50	96.2%
Marital status		
Married	43	82.7%
Unmarried	9	17.3%
Years of experience		
< 10	10	19.2%
10 < 20	29	55.8%
\geq 20	13	25%
Mean \pmS.D.	16.23\pm5.36	
Job position		
Head nurse	48	92.3%
Supervisor	3	5.8%
Nursing director	1	1.9%
Educational qualification		
Secondary nursing education	2	3.8%
Technical nursing education	3	5.8%
Bachelor of nursing	37	71.2%
Post graduate nursing education	10	19.2%
Attending Training courses		
Yes	3	5.8%
No	49	94.2%

Figure (1): Nursing managers' total knowledge level about talent management pre, post and follow-up program.

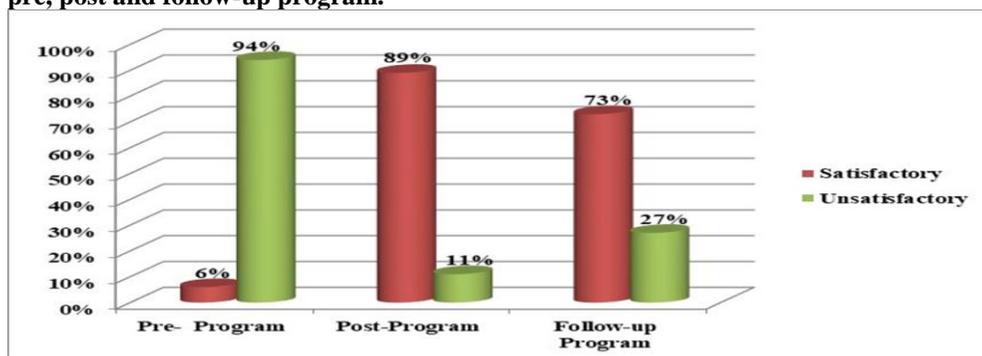


Table (2): Mean scores of the nursing managers' knowledge about talent management. Pre, post and follow-up program (N=52).

The Category	Maximum Score	Pre-Program		Post-Program		t test between pre-post program	P value	Follow-up		t test between post & follow-up program	P value
		X	±S.D	X	±S.D			X	±S.D		
1. Concept of talent management	5	1.29	±0.92	5.26	±0.38	43.32	0.001	3.92	±0.07	18.75	0.001
2. Displaying a talent management mindset	5	1.56	±1.02	5.05	±0.79	29.06	0.001	4.12	±0.79	22.76	0.001
3. Talent acquisition, recruiting and attraction	5	1.42	±0.99	5.34	±0.88	34.51	0.001	4.06	±0.76	31.67	0.001
4. Talent planning and development	5	1.06	±0.98	5.23	±0.69	44.31	0.001	4.13	±1.52	21.45	0.001
5. Talent maintenance and retention	10	1.49	±0.89	5.16	±1.02	31.38	0.001	3.98	±0.98	20.09	0.001
Total	30	6.82	±3.32	26.04	±2.49	41.36	0.001	20.21	±3.47	29.43	0.001

(A statistical significant difference $P \leq 0.05$ and A highly statistical significant difference $P \leq 0.001$)

Figure (2): The nursing managers' total level of talent management activities. Pre, post and follow-up program.

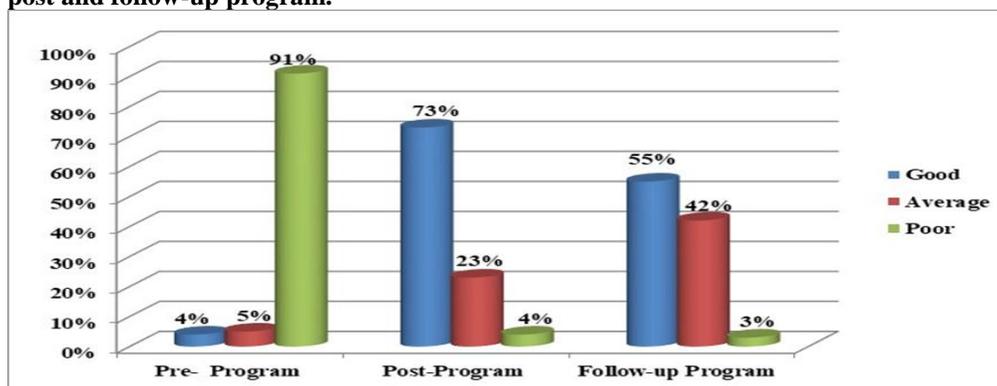


Table (3): Mean scores of the nursing managers' talent management activities. Pre, post and follow-up program (N=52).

The dimensions of talent management activities	Min- Max i- m m Score	Pre-Program		Post-Program		t test between pre-post program	P value	Follow-up		t test between post & follow-up program	P value
		X	±S.D	X	±S.D			X	±S.D		
1. Displaying a talent management mindset	5-15	3.57	±1.89	13.45	±2.87	19.51	0.001	10.34	±2.14	14.52	0.001
2. Acquisition, attracting and recruiting talent	6-18	3.19	±1.79	15.76	±2.63	26.23	0.001	12.38	±1.98	18.68	0.001
3. Identifying and differentiating talented staff/employees	6-18	4.64	±2.16	15.16	±2.17	24.34	0.001	12.37	±2.21	14.64	0.001
4. Developing and improving talent	6-18	3.25	±2.73	15.72	±2.89	20.67	0.001	12.19	±2.61	17.95	0.001
5. Talent motivation (remunerating & rewarding fairly)	6-18	4.64	±1.16	15.56	±2.44	18.87	0.001	12.36	±2.21	15.78	0.001
6. Providing meaningful and challenging work	5-15	3.24	±1.85	13.17	±2.17	24.23	0.001	11.35	±2.01	16.11	0.001
7. Managing work life balance	5-15	3.68	±2.74	13.05	±2.69	23.34	0.001	9.95	±2.76	19.03	0.001
8. Succession strategy/career replacement planning	5-15	3.67	±2.12	11.27	±3.03	15.82	0.001	9.89	±1.89	15.82	0.001
9. Talent maintaining and retention	6-18	4.28	±2.54	16.13	±2.96	1.89	0.001	12.41	±2.01	15.44	0.001
Total	50-150	34.16	±8.88	129.27	±12.83	45.23	0.001	103.24	±10.55	39.34	0.001

(A statistical significant difference $P \leq 0.05$ and A highly statistical significant difference $P \leq 0.001$)

Figure (3): The nursing managers' total level of job affiliation. Pre, post and follow-up program.

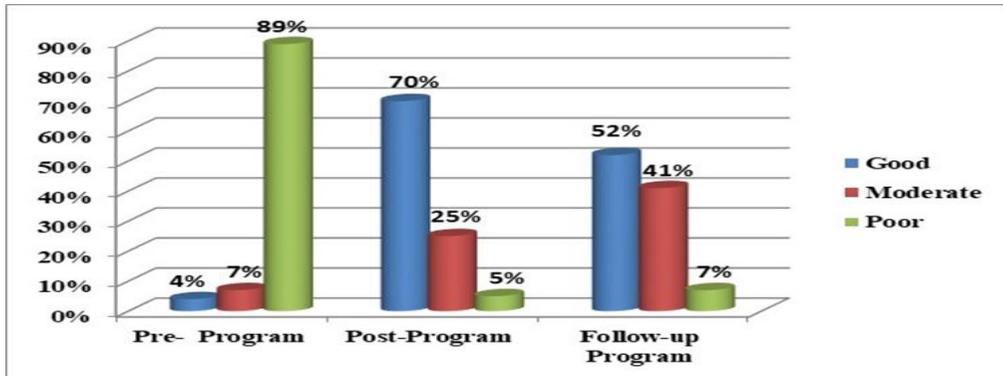


Table (4): Mean scores of the nursing managers' job affiliation. Pre, post and follow-up program (N=52).

The Dimensions of job affiliation	Maximum	Pre-Program		Post-Program		t test between	P value	Follow-up		t test between	P value
		X	±S.D	X	±S.D			X	±S.D	pre and post	
1. Modesties/discouragement with work	9-27	14.09	±3.48	22.72	±3.38	24.21	0.001	18.78	±3.81	19.12	0.001
2. Working with team spirit	9-27	13.38	±3.37	22.14	±3.26	23.12	0.001	18.91	±3.49	18.68	0.001
3. Professional ethics	9-27	14.72	±3.51	21.95	±3.45	22.46	0.001	18.99	±3.64	19.29	0.001
Total	27-81	42.19	±3.91	66.81	±3.98	25.56	0.001	56.68	±3.62	19.68	0.001

(A statistical significant difference $P \leq 0.05$ and A highly statistical significant difference $P \leq 0.001$)

Figure (4): The nursing managers' total level of organizational excellence. Pre, post and follow-up program.

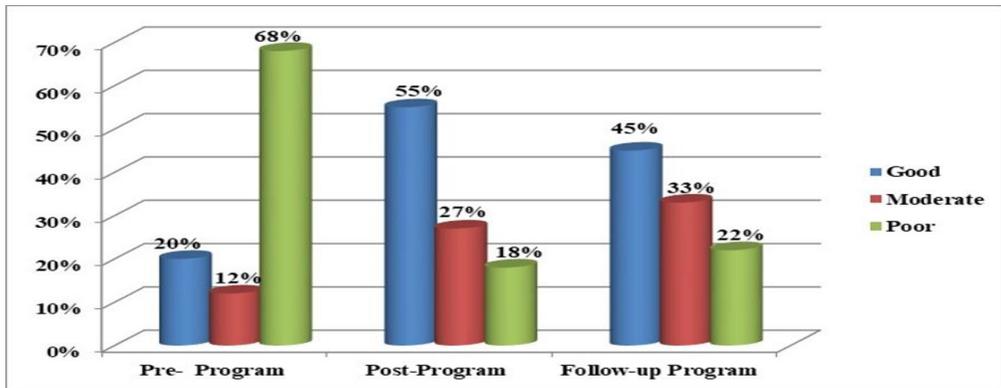


Table (5): Mean scores of the nursing managers' organizational excellence. Pre, post and follow-up program (N=52).

The categories of organizational excellence	Mini-Maxi-mum Score	Pre-Program		Post-Program		t test between pre-post program	P value	Follow-up		t test between post & follow-up program	P value
		X	±S.D	X	±S.D			X	±S.D		
1. Organization al leadership excellence	5-15	7.21	±2.26	10.69	±2.48	23.86	0.001	9.75	±2.21	22.58	0.001
2. Organization al strategic excellence	5-15	8.14	±2.34	10.65	±2.54	25.61	0.001	9.51	±2.12	21.31	0.001
3. Organization al healthy work environment excellence	5-15	7.65	±2.14	10.59	±2.23	23.24	0.001	9.13	±2.03	18.89	0.001
4. Organization al staff motivation excellence	5-15	7.95	±2.85	10.62	±2.37	23.15	0.001	9.11	±2.11	19.44	0.001
5. Organization al service excellence	5-15	7.86	±2.27	10.49	±3.12	24.33	0.001	9.05	±2.04	21.14	0.001
6. Organization al knowledge excellence	5-15	7.92	±2.61	10.64	±2.65	24.23	0.001	9.39	±2.23	20.23	0.001
Total	30-90	46.73	±5.12	63.68	±6.23	31.15	0.001	55.94	±5.78	28.13	0.001

(A statistical significant difference $P \leq 0.05$ and A highly statistical significant difference $P \leq 0.001$)

Table (6): Correlation matrix among nursing managers' talent management knowledge & activities, job affiliation and organizational excellence. Pre, post and follow-up program. (N= 52).

Variable	Program phases	Talent management knowledge		Talent management & activities		Job affiliation level		Organizational excellence level	
		r	P value	r	P value	r	P value	r	P value
Talent management knowledge	Pre- program	1	----	0.242	0.591	0.127	0.147	0.021	0.849
Talent management & activities		0.242	0.591	1	----	0.191	0.141	0.072	0.491
Job affiliation level		0.127	0.147	0.191	0.141	1	----	0.114	0.248
Organizational excellence level		0.021	0.849	0.072	0.491	0.114	0.248	1	----
Talent management knowledge	Post- program	1	----	0.49	0.000	0.561	0.000	0.323	0.000
Talent management & activities		0.49	0.000	1	----	0.761	0.000	0.371	0.000
Job affiliation level		0.561	0.000	0.761	0.000	1	----	0.419	0.000
Organizational excellence level		0.323	0.000	0.371	0.000	0.419	0.000	1	----
Talent management knowledge	Follow-up	1	----	0.891	0.000	0.841	0.000	0.412	0.000
Talent management & activities		0.891	0.000	1	----	0.811	0.000	0.254	0.000
Job affiliation level		0.841	0.000	0.811	0.000	1	----	0.363	0.000
Organizational excellence level		0.412	0.000	0.254	0.000	0.363	0.000	1	----

Discussion:

Talent Management is a fast-growing concern for organizations in the competitive work environment. Today's organizations are competing with one another and want to attract and retain talented workers to enhance their operational performance and workplace excellence (Younas, & Bari, 2020). The talent management has become a major organizational tool that contributes to the sustainable organizational performance by ensuring that organizations have a focus on the right person, right place, at the right time and provide continuous support to improve their affiliation, no longer meeting the needs of their workers. Instead, employers focus their attention on developing a meaningful employee experience to attract and nurture the talent they need (Claus, 2019).

The present study showed that there was statistical general improvement in total level of nursing managers' knowledge related to talent management throughout program phases. The least mean scores of nursing managers was related to talent planning and development before intervention and it was increased in the immediate post program and follow-up after three months. Also it is obvious that the nursing managers had higher immediate and follow-up mean scores than the pre-program. However, a slight mean decline occurred during follow-up in comparison to immediately post program but still more than pre-program. From researchers points of view this may be due to the data and information is decreased by passing time and need refreshing and updating periodically. In addition to this may be due

to nursing managers able to listen effectively and acquire the skill in debate and dialogue, the ability to quick thinking and enjoy to acquire new knowledge and advanced qualification about talent management, the power of persuasion when in discussions and having a private production of new ideas offered in the field of work.

In the same line with the study findings **Taie, (2015)**, who conducted a study on three levels of management: top management, middle and functional management in three hospitals (Ain Shams Specialized hospital, El-Nasr and el-Salam Hospitals) in Egypt and mentioned that there was a high significant difference between nursing managers' knowledge about talent management before and after awareness sessions. Also in the same context, **Al-Maashani, Ayoub, and Al Jassim, (2019)**, who emphasized on the study on students enrolled in the Bachelor's programs Sultan Qaboos University students in Sultanate of Oman that there was high level of awareness of the talent management knowledge. Moreover **El Dahshan, Keshk, and Dorgham, (2018)**, who mentioned on their study on nurses in two selected hospitals, Menoufia University and Shebin El-Kom Teaching Hospitals that the majority of study sample satisfied in acquiring talent planning and development related knowledge,

While the finding of the current study was contradicted with **Abd El Rahman, and Farghaly, (2019)**, who emphasized on their study on all head nurses and their assistants, who were working in all critical and intensive care units, at Damanshour National Medical Institute that the highest dimension was for talent retention at pre, immediately after and after three months of model application, followed by talent attraction dimension.

The present study showed that there was statistical general improvement in total level of nursing managers' talent management activities throughout the program phases. The least mean scores of nursing managers was related to acquisition, attracting and recruiting talent before intervention and it was increased in the immediate post program and it is slightly decreased in the follow-up after three months but still more than pre-program. From the researcher's opinion, educational program for nursing managers was effective which enhance nursing leadership competencies about talent management activities through knowing and implementing recruitment processes and policies in the hospital, utilizing time and effort to take advantage of vacancies, looking for ways to improve their work force, and the way to complete the tasks, using the talents, time, and expertise of other people help get the work done.

These findings supported by **Abd El Rahman, and Farghaly, (2019)**, 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 Pre-program. These finding was contrasted with the result of **Al-Masri and AL-Aga (2015)**, who stated on their study on Faculty Members in Palestinian Universities that the level of applying talent management in Palestinian universities was high. Also **Waswas, and Jwaifell, (2019)**, who indicated on their study that the highest mean was for talent acquisition followed by talents development, while the lowest was for talents maintenance and the total of talents management was in average degree.

Additionally, **AL-Jarrah, and Abu-Doleh, (2015)**, who mentioned on their study on Faculty Members in

Jordanian Public Universities that the level of applying talents management in Jordanian public universities was average. Also **Al-Lozi, Almomani, and Al-Hawary, (2017)**, who revealed on their study on managers of Arab Potash Company in Jordan that Succession strategy or career replacement planning with the highest mean scores to be the most dominant strategy of talent management followed by Developing talents, recruiting talents and retention of talents with the lowest mean score.

On contrary, this result was in disagreement with **Abdel Fattah, Shazly, and Mustafa, (2020)**, who mentioned on their study that majority of head nurses had the highest level of talent management regarding to building and maintaining positive relationships dimension. While, almost half of them had the lowest level of talent management regarding to displaying a talent management mindset dimension.

The present study showed that there was statistical general improvement in total level of nursing managers' job affiliation post and follow-up as compared to pre-program. The least mean scores of nursing managers was related to working with team spirit before intervention and it was increased in both immediate post and follow up program. This finding may be due to nursing managers try positively and able to apply talent management activities as much as possible by creating a more pleasant working environment built positive relationships with working by team spirit with staff, providing rewards and recognition which can foster a sense of loyalty, moral support and affiliation among staff.

This study finding is relevant and consistence with **Alqahawe, and Abu Kaream, (2020)**, who mentioned on their study on teachers in government schools in the capital, Amman that the total degree of

organizational affiliation with study sample was high. Also, **Abd El-Halim, (2019)** who revealed on his study on of Egyptian hotel workers that the high degree of employee affiliation in the study sample, and the ethics of the profession in the highest ranks of job affiliation is a team spirit and them followed by the conviction to work in the lowest ranks of job affiliation. In addition to this result was in agreement with **Al-Fadli, (2020)**, who stated on his study that working with team spirit was the highest ranks of job affiliation as perceived by more than three quarters of study sample.

While this result was in disagreement with **Volmer, et al., (2019)**, who emphasized on their study on employees worked in different industrial sectors in Germany that a high affiliation motive of study sample associated with a high appreciation for social involvement benefited with respect to task performance and career optimism.

The present study showed that there was statistical general improvement in total level of nursing managers' organizational excellence post and follow-up as compared to pre-program. The least mean scores of nursing managers was related to leadership excellence before intervention and it was increased in the immediate post and follow up program. This finding may be due to the success of leadership in the organization is linked to the ability of the organization to provide its services and manage its operations successfully. Where the organization is building a clear and visible future line for all its staff, which gave the staff a future vision to put the organization in the excellence level.

These findings were supported by with **Herzallah, and Abu Lebdah, (2020)**, who mentioned on their study on academic members of Al-Quds University

that the leadership excellence contributes a greater degree of organizational excellence followed by human excellence and service excellence.

Additionally, **Al-Lozi, Almomani, and Al-Hawary, (2017)**, who indicated on their study on managers of Arab Potash Company in Jordan that managers perceive excellence in service delivery (with the highest mean scores to be the most dominant organizational excellence dimension within their organization followed by excellence in operations Management and Leadership excellence with the lowest mean scores.

The present study reported that, there were statistically significant positive correlation among nursing managers' talent management knowledge and activities scores with their job affiliation and organizational excellence scores. This mean when nursing managers' talent management knowledge increased their activities toward talent management is improved and their job affiliation and organizational excellence will be developed. This may be due to that, if talent management applied effectively the talented staff have feelings of affective commitment also become reinforced and relieve feelings of disassociation drive, mistrust, less work engagement and a high intention to leave but become more affiliated to job and can play a powerful role in promoting their organizational excellence.

This study finding is relevant and consistence with **Alheet, and Abdul'aal, (2018)**, who mentioned on their study on employees of Jordanian telecommunications companies that there were a statistically significant impact of talent management (discover, inspire, and transform) on organizational excellence (employees motivation, healthy business organization, customer satisfaction,

healthy work environment). In addition to, **Osman, (2019)**, who indicated on his study that there is a direct and strong correlation coefficients between all talent management practices and the dimensions of organizational excellence. Similarly **Al Jarrah, and Abu-Doleh, (2015)**, who revealed on their study that there is a significant impact and extrusive correlation to the application of talents management strategies at the level of organizational affiliation.

Additionally, **Ali (2019)**, who stated on his study on employees, and managers in India that talent acquisition is the best refuge for organizational excellence as it promotes employer brand, helps in maintaining resource pool, fulfil staff requirement on time, helps in succession planning and provides competitive advantage, organizational development and excellence. Moreover, **Kaleem, (2019)**, who indicated on his study on employees working in different Public Sector Institutions of the United Arab Emirates that talent management practices have direct impact on employee's motivation, creativity, satisfaction and employee competency that at the end leads to job affiliation.

Conclusion:

In the light of the current study findings, it was concluded that there were high statistical significant improvement in the nursing managers' level of talent management knowledge and activities after intervention both immediately post and follow up program. Moreover, the most improved items were related to talent planning and development of talent management knowledge, and talent acquisition, recruiting and attracting of talent management activities. Furthermore, in relation to level of nursing managers' job affiliation and organizational excellence there were

highly statistical significant improvement and difference between mean scores assigned by nursing managers throughout the three phases of the program; pre, immediate post and follow-up program. The most improved items were related to working with team spirit of job affiliation and organizational leadership excellence. Moreover there were statistically significant positive correlation among nurse managers' talent management knowledge and activities scores with their job affiliation and organizational excellence scores.

Recommendations:

The following recommendations are made based on the findings of this study:

- Introduce talent management strategy in hospital strategic planning to remain competitive in today's healthcare market.

- Conduct talent management, job affiliation and organizational excellence workshops periodically for all nursing managers at all levels based on their job description as a refreshment course.

- Establishing bases for recruitment and selection in hospital that rely on the criteria of talents acquisition.

- Developing a system to evaluate nursing staff members to discover talents and recruit them in the right place considering moving them among different units to transfer their experience to other departments.

- Further study to investigate the factors and challenges affecting talent management, job affiliation, and organizational excellence in practices.

Conflict of interest

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