

## Talent Management and Its Effect on Organization Performance among Nurses at Shebin El-Kom Hospitals

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### Abstract

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Talent management is a major global challenge confronting most organizations in the world. Due to scarcity of talent, organizations around the world are competing for the same pool of talents to acquire and retain talents in order to maintain their operations and continue to grow in terms of service and profitability. *Aim:* to investigate the effect of talent management on organization performance at Shebin El-Kom hospitals. *Subjects and methods:* A descriptive correlational research design was conducted in two selected hospitals, Menoufia University and Shebin El-Kom Teaching hospitals. Two standardized questionnaires were used, which are, Talent Management and Organization Performance questionnaires. Random sample (273) of nurses composed the study sample. *Results:* The present study' findings revealed that nurses in Menoufia University hospital had a higher satisfaction level than nurses in Shebin El-Kom teaching hospital regarding total score of talent attraction, retention and organization performance with highly statistical significant difference. *Conclusion:* There was a highly significant positive correlation between organization performance and each of the three components of talent management. *Recommendations:* All health care organizations should introduce talent management strategy in their strategic planning to remain competitive in today's healthcare market.

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**Keywords:** Talent Attraction, Talent Development, Talent Retention, Organization Performance.

### Introduction:

On today's competitive market talent management is the basic driving force for the company to be successful (*Rop, 2015*). In the face of globalization, organizations are concerned with how to design the talent management strategy that fits the national context (*Agarwal, 2016*). Organizations have to attract, develop and retain their talented employees, and, as long as possible, especially those who are extraordinary talented (*Taie, 2015*). Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (*Lyria, 2014*).

Studies have shown that the demand for talented employments in the coming years is going to increase, while the supply will drop (*Foster, 2014*). There is no doubt that technology and globalization have changed our lives, as they have led to increased competition on talent. 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 (*Elia et al., 2017*). Institutions are increasingly looking at talent as a unique asset that can provide sustainable competitive advantage and superior performance (*Rop, 2015*). Right talent is the greatest asset for any organization. In fact, one of the most important roles of human resources is to make sure employees with the right skills stick with the company for long enough (*Rathod, 2014 and Jamnagar, 2014*).

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Talent may be defined as the inherent ability of an individual to do a particular task in a particular way. Talent is seen as the sum of an individual's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also incorporates the individual's ability to learn and grow (*Nafei, 2015*). Talent refers to unique characteristics, qualities, traits or abilities of people who utilize this to reach the objectives of organizations (*El Nakhla, 2013*). On the other hand, *Wikstrom and Martin (2012)* noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavor.



**Fig1. Components of Talent**

*Thunnisen et al., (2013)* defined talent management as a process, which 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 formulating the best use of strengths in order to gain their engagement and contribution, which ultimately contribute to organizational benefits (*Devi, 2017*).

Today talent management is known as a systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performer employees to ensure a continuous talent feeding inside the organization aimed at increasing workforce productivity (*Davies & Davies, 2010, Behera, 2016 and Thunnissen and Buttiens 2017*). The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives (*Campbell & Smith, 2014*). Attracting, selecting, engaging, developing and retaining employees are the five main focuses of talent management. In order for companies to gain a competitive advantage, the demand for human capital will continue to drive talent management (*Oladapo, 2014*).

There are three elements that shape the talent management; they are the recruiting, the development, which include the nurturing, and the retention, which is about motivation and commitment. Talent attraction is a management technique that employers use to pull desired skills into the organization. This technique is administered in order to get the right job fits (*Songa and Oloko, 2016*). Talent attraction is composed of recruitment and selection, employer branding, employee value proposition and employer of choice (*Rop, 2015*). Human resource departments should also consider flexible working hours as a strategy for attracting key talent. Employer branding involves a set of activities which would help an organization attract the potential employees. It makes an organization more attractive for job seekers therefore an organization makes less effort to develop its talent. Organizational attractiveness is considered to give an organization competitive advantage (*Yagub & Khan, 2011 and Moayed and Vaseghi, 2016*).

In this competitive and dynamic organizations, learning and development has become a backbone of success, without continuous learning, gaining and maintaining performance may become impossible (*Rabbi et al., 2015*). Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. Talent development is process of upgrading the skills and attitude of the employees (*Lyria, 2013 and Rabbi et al., 2015*).

One of the primary concerns of many organizations today is employee retention. Retention is viewed as a strategic opportunity for many organizations to maintain a competitive workforce (*Oladapo, 2014*). Retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management. Major companies today are facing the challenge of retaining their talent competes in the global markets (*Mohammed, 2015*).

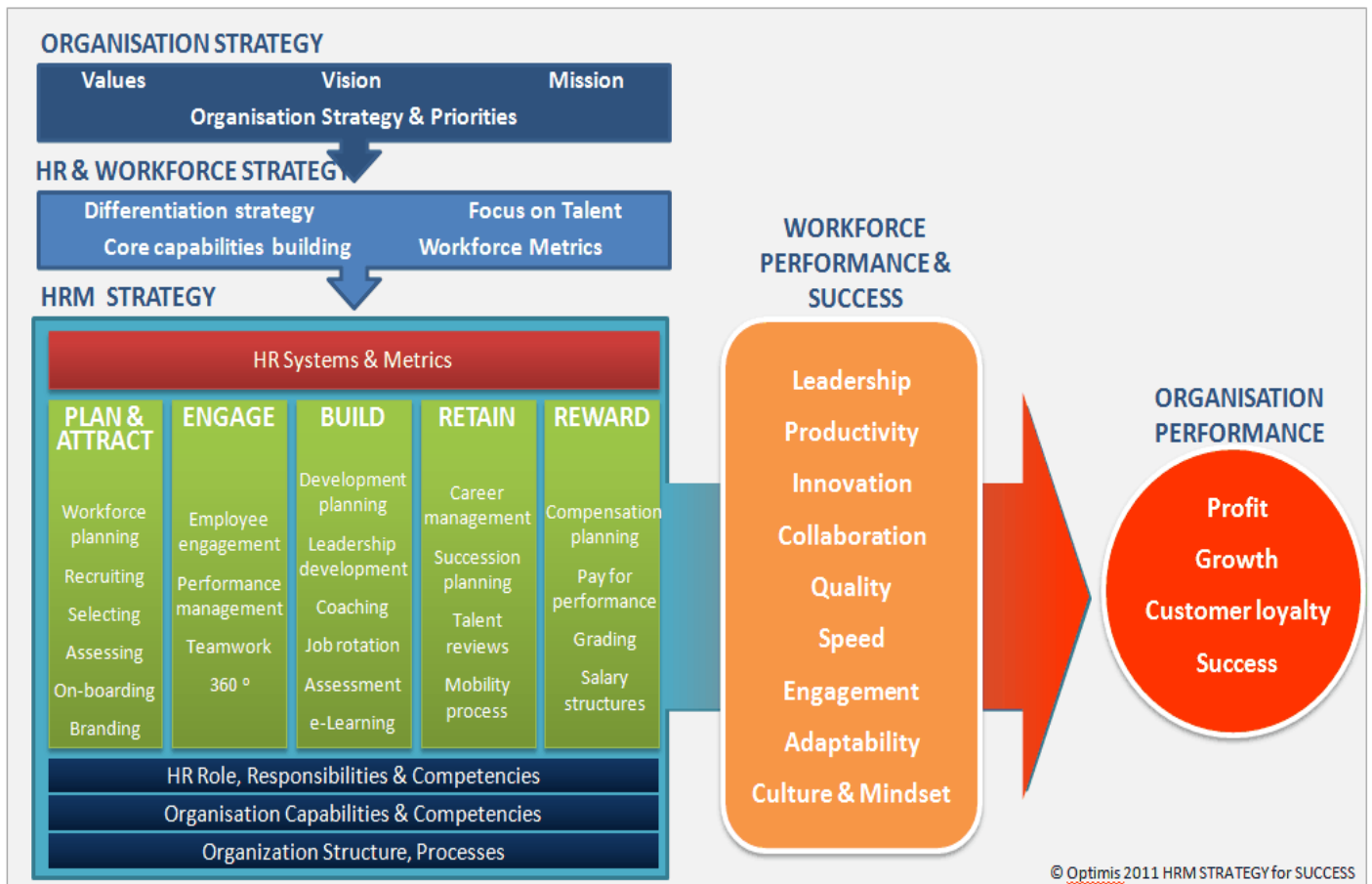
Talent retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent Retention can be controlled through performance based pay, training, challenging work, intrinsic motivations, career development and giving benefits before demand (*Devi, 2017*).

Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (*Lyria, 2013*). In the current competitive business environment, retention of highly talented employees is very important as they contribute positively in improving the organizational productivity. Turnover reduction of these positions is important for organizational success (*Mohammed, 2015*).

There are several benefits of talent management such as employee engagement, retention of employee, increased productivity, culture of excellence and much more (*Rabbi et al., 2015*). *Mary et al., (2015)* also noted that talent management system have failed in most organizations today due to lack of planning and implementation of management policies, processes and programs which have positive impact on the process of acquiring, developing and retaining talents to sustain organizational competitive advantage.

**Talent Management and Organization Performance Model:**

*Optimis (2011)* talent management and organization performance model identifies various talent management components and links them to workforce performance which eventually leads to organization performance.



**Figure (1) Talent Management and Organization Performance Model Source; Optimis (2011)**

Organizations can hardly compete without highly skilled workers and without the continual investment in the human capital. To have the right people in the right places and in the right time is critical for any organization to achieve the competitive advantage.

Furthermore, the success of any organization depends strongly on having talented individuals. Talent management promotes workforce efficiency and productivity in work organization (*Kehinde, 2012, Lucy et al., 2015 and Goswami, 2016*).

Recent trends in Human Resource Management are continuously triggering the performance of the workforce as well as the production of the organizations (*Goswami, 2016*). Organization performance is the organizations ability to attain its goals by using resources in an efficient and effective manner. It is also the ability of organization to achieve its goals and objective (*Rop et al., 2015*). Talent management needs to be seen as essential for achieving the organization's goals and objectives if it manage properly in a comprehensive way (*Milky, 2013*).

#### **Significance of the study:**

The study seeks to benefit the hospital administrators particularly Human Resource Management and employers in general in various ways. These include, 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 organization performance (*Ibidunni et al., 2016*).

Based on the results of the reviewed literature it is observed that there are limited studies done locally about talent management. The field of talent management is lacking hard academic research to establish what constitutes effective talent management and how it can influence organization performance (*Milky, 2013*). Also, most of talent management studies reviewed did not directly link talent management with the organization performance and therefore, there is a need to fill the existing research gap by conducting a study locally to determine the effect of talent management on organization performance.

#### **Aim of the study:**

The main aim of the present study was to investigate the effect of talent management on organization performance among nurses at Shebin El-Kom Teaching hospital versus Menoufia University hospital.

#### **Research Questions:**

1. Are participant nurses satisfied with talent attraction, development and retention at the two selected hospitals?
2. Are participant nurses satisfied with organization performance at the two selected hospitals?
3. What is the correlation between talent management components and organization performance in both hospitals?

#### **Subjects and Methods:**

##### **Research Design:**

A descriptive correlational research design was used in the conduction of this study at Shebin El-Kom Teaching hospital versus Menoufia University hospital.

##### **Variables of the Study:**

##### **Independent Variable:**

- Talent Management Components which included:
  - Talent attraction.
  - Talent development.
  - Talent retention.

##### **Dependent Variable:**

- Organization Performance.

##### **Setting:**

The present study was conducted in two health care sectors at Shebin El-Kom, Menoufia Governorate, Egypt.

- The first setting is Menoufia University Hospital (MUH), which is affiliated to the university sector.

- The second setting is Shebin El-Kom Teaching Hospital (ShTH), which is affiliated to Ministry of Health and Population (MOHP).

**Subjects:**

Random sample (273) nurses composed the study sample, (170) nurses from Menoufia University hospital and (103) from Shebin El-Kom Teaching hospital working in the following areas ( Intensive Care Units (ICU), Pediatric Critical Care Units (PICU), Burn units, Hemodialysis units and Emergency units).

**Instruments:**

Three questionnaires were used to measure the variables in this study from nurses' points of view.

**1. Assessment Sheet:** This sheet was designed by the researchers to collect the socio- demographic data of the study participants (such as; age, gender, qualification, occupation, total years of experiences, hospital, and marital status).

**2. Talent management questionnaire:** This questionnaire adopted from *El Nakhala (2013)* and translated into Arabic by the researchers. It examined nurses' perceptions of availability of talent management components in the workplace. The questionnaire consists of 31 items representing the three theoretical dimensions of talent management components as follows:

**a.** The first section is about the talent attraction, which composed of 10 items as “the hospital has a system to attract and recruit talented workers/ candidates”; "Managers at the hospital have the competencies to attract and recruit talented workers /candidates" and "There are opportunities for learning and development at the hospital". **b.** The second section is about talent development, which also included 10 items like " The hospital identify training needs objectively and "The hospital seeks to transfer expertise from highly skilled staff for the less experienced". **c.** The third section is about talent retention, which is consisted of 11 items as “The salaries and benefits at the hospital are competitive “and “The employment conditions at the hospital satisfy work-life balance”. Each of the three talent management dimensions was calculated using a 5-point Likert scale. The possible responses ranged from 1 (never satisfied) to 5 (highly satisfied) on all talent management subscales. Higher degrees of satisfaction were indicated by higher scores. The scores were then calculated for the mean scores which were then categorized as follows: mean scores < 3 = unsatisfied, and mean scores ≥ 3 = satisfied.

**3. Organization Performance Questionnaire:** This tool was used to explore nurses' opinion about organization performance. It was developed by *Milky (2013)* and translated into Arabic by the researchers. The questionnaire consists of 11 items containing information about organization's communication, organizational policies, organizational development and change, and organizational performance appraisal. A total performance score was calculated using a 5-point Likert scale. The possible responses ranged from 1 (never satisfied) to 5 (highly satisfied) on all performance items. Higher degrees of satisfaction were indicated by higher scores. The scores were then calculated for the mean scores which were then categorized as follows: mean scores < 3 = unsatisfied, and mean scores ≥ 3 = satisfied.

**Data collection procedure:**

The data collection phase of the study was carried out in three months from 1/6/2017 to 30/8/2017. Before distributing the questionnaire, clear instructions were given to each participant. The questionnaire sheets were distributed and collected on the same day or next day, according to the workload on the nurses.

**Ethical Considerations:**

Before any attempt to collect data, an official approval to conduct the study was obtained from medical and nursing directors of the two hospitals included in the study. This was done by sending letters containing the aim of the study from faculty of nursing to each hospital director. Each participant was notified about the purpose of the study, the right to refuse to participate in the study. Anonymity and confidentiality of the information gathered was ensured.

**Pilot study:**

A pilot study was performed on 20 nurses not included in the study sample to test the practicability and applicability of the tool, identify any difficulties, and estimate the time needed to fill in the questionnaire.

Based on the results of the pilot study, the necessary modification and clarification of some questions were done. Validity and reliability of the study tool was tested using Cronbach's coefficient alpha (0.84).

#### **Data Analysis Plan:**

Data were revised, coded, entered, analyzed and tabulated using SPSS version 22. Both descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (Pearson correlation test, chi-square test, independent t test, Multiple regression analysis and ANOVA) were used according to type of variables. P value less than 0.05 was considered significant.

#### **Limitation of the study:**

The most significant limitation of the present study was that all data in this study was obtained through self-report surveys, which could lead to common method variance between predictor variables and outcome variables. The sample in the present study was taken only from two governmental hospitals. Therefore, it is suggested that these results be used cautiously.

#### **Results:**

**Table(1):** demonstrated socio-demographic characteristics of participant nurses. Approximately, two thirds of participants nurses were working at Menoufiya University Hospital (62.3%), one fifth (20.5%) were nurse managers, and (87.5%) were female nurses. The majority (51.6%) of participant nurses were lying in age group 30-40 years, (66.3%) had experience from 5 – 10 years. Moreover, (71.4%) of participant nurses had Bachelor degree education and (49.1%) of them were married.

**Table (2):** illustrated comparison between Menoufia University hospital and Shebin El-Kom Teaching hospital regarding talent attraction items. The total mean score of the 10 talent attraction items in both University and Teaching hospitals were ( $40.07 \pm 2.35$ ,  $40.94 \pm 6.5$  respectively) with high statistically significant difference. The majority of nurses regarding talent attraction items in both University and Teaching hospitals were satisfied with high statistically significant difference in all items except that "The hospital has a system to attract and recruit talented workers/ candidates; The recruitment process at the hospital succeeds in selecting the best talent; and The hospital identifies its employees in terms of qualifications and experience were not statistically significant difference. Likewise, the highest percentage of unsatisfied nurses in both University and Teaching hospitals was "The hospital identifies its employees in terms of qualifications and experience".

**Table (3):** demonstrated comparison between Menoufiya University hospital and Shebin El-Kom Teaching hospital regarding talent development items. The total mean score of the 10 talent development statements in both University and Teaching hospitals were ( $40.65 \pm 4.60$ ,  $42.30 \pm 6.2$  respectively) with high statistically significant difference. The majority of nurses regarding talent development items in both University and Teaching hospitals were satisfied. Also, the table reflected high statistically significant difference in all items except that "The hospital develops a talent pool consisting of a skilled, engaged and committed workforce; The hospital identifies employees with high potential and formulates personal plans to develop them; and The hospital seeks to transfer expertise from highly skilled staff for the less experienced were insignificant statistical difference".

Comparison between Menoufiya University hospital and Shebin El-Kom Teaching hospital concerning talent retention items were illustrated in **Table (4)**. The total mean score of the 11 talent retention items in both University and Teaching hospitals were ( $45.15 \pm 7.39$ ,  $40.10 \pm 7.39$  respectively) with high statistically significant difference. The majority of nurses regarding talent retention items in both University and Teaching hospitals were satisfied. Also, the table reflected high statistically significant difference in all items regarding talent retention.

**Table (5):** displayed comparison between Menoufiya University hospital and Shebin El-Kom Teaching hospital regarding organization performance. The total mean score of the 11 organization performance statements in both University and Teaching hospital were ( $44.32 \pm 4.3$ ,  $42.46 \pm 4.89$  respectively) with statistically significant difference. The majority of nurses regarding organization performance items in both University and Teaching hospitals were satisfied.

Also, the table reflected high statistically significant difference in all items except that "My organization rapidly adapt to needed operational changes" and "At my department my performance on the job is evaluated fairly were insignificant statistical difference".

**Table (6):** showed comparison between Menoufia University hospital and Shebin El-Kom Teaching hospital regarding talent management components and organization performance. As evident from the table, the majority (95.3%) of nurses working at Menoufia University hospital were satisfied with talent attraction, while in Shebin El Kom hospital nearly about three quarters (73.8%) of them were satisfied with talent attraction. The differences between the two hospitals were highly significant ( $P=0.000$ ). Regarding talent development component, (89.4%), (84.5%) of nurses working in both University and Teaching hospital were satisfied, there were not statistically significant difference ( $P=0.259$ ). Concerning talent retention (82.9%) of nurses working in Menoufia University hospital were satisfied. On the other hand, in Shebin El-Kom Teaching hospital greater than one half (57.3%) of them were satisfied. This difference was statistically high significant ( $P=0.000$ ). Concerning, organization performance, the table revealed the majority of nurses were satisfied with their organization performance (95.3% and 76.7% respectively). The difference between the two hospitals were statistically high significant ( $P=0.000$ ).

**Table (7):** highlighted correlation coefficient ( $r$ ) between talent management components and organization performance. There were a high significant positive correlation between organization performance total score and each of the three components of talent management. In addition, correlation coefficient between each two pairs of talent management components, showed high positive significant correlation ( $P=0.000$ ).

**Table 1: Socio- demographic Characteristics of Participant Nurses Distributed by Type of Hospitals (N=273).**

Socio-demographic data	Hospitals				Total		P value
	Menoufia University Hospital		Shebin El-Kom Teaching Hospital.		N0.	%	
	N0.	%	N0.	%			
<b>Occupation:</b>							
Staff nurse	142	83.5	75	72.8	217	79.5	X <sup>2</sup> =4.5, P=0.03
Nurse manager	28	16.5	28	27.2	56	21.5	
<b>Gender:</b>							
Male	12	7.1	22	21.4	34	12.5	X <sup>2</sup> =12.0, P=0.001
Female	158	92.9	81	78.6	239	87.5	
<b>Age groups:</b>							
20 to < 30 years	82	48.2	37	35.9	119	43.6	LR=19.4' P=0.001
30 to < 40 years	75	44.1	66	44.1	141	51.6	
40 to 50 years	13	7.7	0	0	13	4.8	
Mean $\pm$ SD	31.1 $\pm$ 4.8		30 $\pm$ 2.3		30.7 $\pm$ 4.1 years		t= 2.1, P=0.03
<b>Experience: (Y)</b>							
< 5 years	39	22.9	8	7.8	47	17.2	t=0.09, P=0.92
5- 10 years	94	55.3	87	84.4	181	66.3	
11- 20 years	37	21.8	8	7.8	45	16.5	
Mean $\pm$ SD	7.7 $\pm$ 2.4		7.6 $\pm$ 2.3		7.7 $\pm$ 3.7 years		
<b>Education:</b>							
Nursing School Diploma	13	7.6	29	28.2	42	15.4	X <sup>2</sup> =22.4, P=0.000 HS
Technical Institute	136	80	59	57.3	36	13.2	
Bachelor Degree	21	12.4	15	14.6	36	13.2	
<b>Marital status:</b>							
Single	76	44.7	52	50.5	128	46.9	LR=17.2, P=0.0000 HS
Married	93	54.7	41	39.8	134	49.1	
Divorced	1	0.6	10	9.7	11	4	
<b>Total</b>	170	100	103	100	273	100	

**Table 2: Comparison between Menoufia University Hospital and Shebin El-Kom Teaching Hospital Regarding Talent Attraction Items (N = 273).**

Talent Attraction Items:	Hospital	Satisfied		Unsatisfied		P - value
		N0.	%	N0.	%	
1. The hospital can attract and recruit employee even though the limited supply of skilled and talented workers/ candidates.	Menoufia University	142	83.5	28	16.5	.034
	Shebin El-Kom Teaching	75	72.8	28	27.2	
2. The hospital has a system to attract and recruit talented workers/ candidates.	Menoufia University	141	82.9	29	17.1	.491
	Shebin El-Kom Teaching	82	79.6	21	20.4	
3. The recruitment process at the hospital succeeds in selecting the best talent.	Menoufia University	112	65.9	58	34.1	.982
	Shebin El-Kom Teaching	68	66	35	34	
4. Managers at the hospital have the competencies to attract and recruit talented workers /candidates.	Menoufia University	152	89.4	18	10.6	.001
	Shebin El-Kom Teaching	76	73.8	27	26.2	
5. The hospital identifies its employees in terms of qualifications and experience.	Menoufia University	104	61.2	66	38.8	.525
	Shebin El-Kom Teaching	59	57.3	44	42.7	
6. The hospital reputation attracts the talented workers / candidates.	Menoufia University	170	100.0	0	0.0	.000
	Shebin El-Kom Teaching	80	77.7	23	22.3	
7. The work at the hospital is interesting and rewarding.	Menoufia University	170	100.0	0	0.0	.000
	Shebin El-Kom Teaching	67	65	36	35	
8. There are opportunities for learning and development at the hospital.	Menoufia University	155	91.2	15	8.8	.000
	Shebin El-Kom Teaching	76	73.8	27	26.2	
9. The talent prefer to work at the hospital where opportunities for career progression are available.	Menoufia University	148	87.1	22	12.9	.000
	Shebin El-Kom Teaching	66	64.1	37	35.9	
10. Reasonable degree of security contributes to make the hospital an employer of choice.	Menoufia University	155	91.2	15	8.8	.011
	Shebin El-Kom Teaching	83	80.6	20	19.4	
Mean & SD of total score	Menoufia University	40.0706 ± 2.35233				.000
	Shebin El-Kom Teaching	40.9417 ± 6.50916				

**Table 3: Comparison between Menoufia University Hospital and Shebin El-Kom Teaching Hospital Regarding Talent Development Items (N = 273).**

Talent Development Items:	Hospital	Satisfied		Unsatisfied		P - value
		N0.	%	N0.	%	
1. The hospital develops a talent pool consisting of a skilled, engaged and committed workforce.	Menoufia University	152	89.4	18	10.6	.103
	Shebin El-Kom Teaching	85	82.5	18	17.5	
2. The hospital encourages talented employees to develop their careers.	Menoufia University	152	89.4	18	10.6	.001
	Shebin El-Kom Teaching	76	73.8	27	26.2	
3. The hospital identifies employees with high potential and formulates personal plans to develop them.	Menoufia University	142	83.5	28	16.5	.535
	Shebin El-Kom Teaching	83	80.6	20	19.4	
4. The hospital has learning and development programs to develop talent.	Menoufia University	152	89.4	18	10.6	.041
	Shebin El-Kom Teaching	83	80.6	20	19.4	
5. The hospital Allocate a special budget for training and development of talented employees.	Menoufia University	142	83.5	28	16.5	.021
	Shebin El-Kom Teaching	74	71.8	29	28.2	
6. The hospital identify training needs objectively.	Menoufia University	152	89.4	18	10.6	.025
	Shebin El-Kom Teaching	82	79.6	21	20.4	
7. The administration monitors the performance of employees and advise them to improve performance.	Menoufia University	162	95.3	8	4.7	.000
	Shebin El-Kom Teaching	83	80.6	20	19.4	
8. The hospital provide an opportunity to change the employee's job to develop himself.	Menoufia University	112	65.9	58	34.1	.000
	Shebin El-Kom Teaching	89	86.4	14	13.6	
9. The hospital seeks to transfer expertise from highly skilled staff for the less experienced.	Menoufia University	143	84.1	27	15.9	.608
	Shebin El-Kom Teaching	89	86.4	14	13.6	
10. The hospital Provides honest feedback about the performance of employees.	Menoufia University	170	100.0	0	0.0	.000
	Shebin El-Kom Teaching	67	65	36	35	
Mean & SD of total score	Menoufia University	40.6588 ± 4.60782				.000
	Shebin El-Kom Teaching	42.3010 ± 6.26355				



**Table 4: Comparison between Menoufia University Hospital and Shebin El-Kom Teaching Hospital Regarding Talent Retention Items (N = 273).**

Talent Retention Items:	Hospital	Satisfied		Unsatisfied		P - value
		N0.	%	N0.	%	
1. The salaries and benefits at the hospital are competitive.	Menoufia University	134	78.8	36	21.2	.000
	Shebin El-Kom Teaching	51	49.5	52	50.5	
2. The salaries and benefits at the hospital are fair and consistent.	Menoufia University	142	83.5	28	16.5	.000
	Shebin El-Kom Teaching	52	50.5	51	49.5	
3. The salaries and benefits at the hospital guarantees employee loyalty.	Menoufia University	132	77.6	38	22.4	.000
	Shebin El-Kom Teaching	55	53.4	48	46.6	
4. The hospital actively creates opportunities for employee to participate in challenging assignments.	Menoufia University	143	84.1	27	15.9	.002
	Shebin El-Kom Teaching	70	68.0	33	32.0	
5. The work at the hospital matches the employees abilities and skills.	Menoufia University	150	88.2	20	11.8	.000
	Shebin El-Kom Teaching	49	47.6	54	52.4	
6. The employment conditions at the hospital satisfy work-life balance.	Menoufia University	127	74.7	43	25.3	.003
	Shebin El-Kom Teaching	59	57.3	44	42.7	
7. The hospital avoids to over the working load and working stress more than the employees ability.	Menoufia University	120	70.6	50	29.4	.037
	Shebin El-Kom Teaching	60	58.3	43	41.7	
8. There are flexible working hours, at the hospital.	Menoufia University	135	79.4	35	20.6	.003
	Shebin El-Kom Teaching	65	63.1	38	36.9	
9. The hospital allow the employee to work from home.	Menoufia University	105	61.8	65	38.2	.001
	Shebin El-Kom Teaching	42	40.8	61	59.2	
10. The employees at the hospital are satisfied with their work.	Menoufia University	152	89.4	18	10.6	.000
	Shebin El-Kom Teaching	42	40.8	61	59.2	
11. There is an engagement between workers and their jobs at the hospital.	Menoufia University	162	95.3	8	4.7	.000
	Shebin El-Kom Teaching	63	61.2	40	63	
Mean & SD of total score	Menoufia University	45.1529 ± 7.39103				.040
	Shebin El-Kom Teaching	40.1068 ± 7.39103				

**Table 5: Comparison between Menoufia University Hospital and Shebin El-Kom Teaching Hospital Regarding Organization Performance Items (N = 273).**

Organization Performance Items:	Hospital	Satisfied		Unsatisfied		P-value
		N0.	%	N0.	%	
1. My organization practice effective two-way communications.	Menoufia University	155	91.2	15	8.8	.000
	Shebin El-Kom Teaching	75	72.8	28	27.2	
2. My organization have a clear sense of direction and focus.	Menoufia University	155	91.2	15	8.8	.003
	Shebin El-Kom Teaching	81	78.6	22	21.4	
3. My organization rapidly adapt to needed operational changes.	Menoufia University	147	86.5	23	13.5	.091
	Shebin El-Kom Teaching	81	78.6	22	21.4	
4. My organization Practice effective planning at all levels.	Menoufia University	147	86.5	23	13.5	.024
	Shebin El-Kom Teaching	78	75.7	25	24.3	
5. Place a high priority on workforce training and development.	Menoufia University	162	95.3	8	4.7	.004
	Shebin El-Kom Teaching	88	85.4	15	14.6	
6. My organization conduct formal performance appraisals on a regular basis.	Menoufia University	160	94.1	10	5.9	.016
	Shebin El-Kom Teaching	88	85.4	15	14.6	
7. At my department my performance on the job is evaluated fairly.	Menoufia University	152	89.4	18	10.6	.455
	Shebin El-Kom Teaching	89	86.4	14	13.6	
8. My organization has policies that encourage career growth and developmental opportunities.	Menoufia University	162	95.3	8	4.7	.000
	Shebin El-Kom Teaching	79	76.7	24	23.3	
9. My organization builds a deep reservoir of successors at every level.	Menoufia University	152	89.4	18	10.6	.000
	Shebin El-Kom Teaching	42	40.8	61	59.2	
10. If you left your job tomorrow, someone in your unit could immediately take over.	Menoufia University	162	95.3	8	4.7	.002
	Shebin El-Kom Teaching	87	84.5	16	15.5	
11. My organization has policies that encourage career growth and developmental opportunities.	Menoufia University	161	94.7	9	5.3	.000
	Shebin El-Kom Teaching	76	73.8	27	26.2	
Mean & SD of total	Menoufia University	44.3235 ± 4.34817				.065
	Shebin El-Kom Teaching	42.4660 ± 4.89861				

**Table 6: Comparison between Menoufia University Hospital and Shebin El-Kom Teaching Hospital Regarding Talent Management Components and Organization Performance Items (N = 273).**

Talent Management Components & Organization performance	Hospital	Satisfied		Unsatisfied		P-value
		N0.	%	N0.	%	
Total score of talent attraction.	Menoufia University	162	95.3	8	4.7	.000
	Shebin El-Kom Teaching	76	73.8	27	26.2	
Total score of talent development.	Menoufia University	152	89.4	18	10.6	.259
	Shebin El-Kom Teaching	87	84.5	16	15.5	
Total score of talent retention.	Menoufia University	141	82.9	29	17.1	.000
	Shebin El-Kom Teaching	59	57.3	44	42.7	
Total score of organization performance.	Menoufia University	162	95.3	8	4.7	.000
	Shebin El-Kom Teaching	79	76.7	24	23.3	

**Table 7: Correlation Coefficient (r) Between Talent Management Components and Organization Performance (N= 273).**

Items	(1)	(2)	(3)	(4)
Total score of talent attraction components (1)	1			
Total score of talent development components (2)	.437**	1		
Total score of talent retention components (3)	.541**	.642**	1	
Performance total score (4)	.607**	.626**	.641**	1

\*\* = High significant positive correlation (P = 0.000).

**Table 8.1: Multiple Regression Analysis for Talent Attraction, Talent Development, and Talent Retention Effect on Hospitals' Performance from Nursing Perspective.****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.563	.558	3.08538

Multiple regression analysis was conducted to empirically determine whether talent attraction, talent development, and talent retention were significant determinants of organization (hospitals) performance in Shebin El-Kom Hospitals. Regression results in table 8.1 indicate the goodness of fit for the regression between organization performance and talent attraction, talent development, and talent retention, was satisfactory. An R squared of 0.563 indicates that 56.3% of the variances in the acceptance of talent attraction, talent development, and talent retention are explained by the variances in the organization performance. The correlation coefficient of 75.1% indicates that the combined effect of the predictor variables have a strong and positive correlation with organization performance.

**Table 8.2: ANOVA for Talent Attraction, Talent Development, and Talent Retention.**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3303.374	3	1101.125	115.670	.000 <sup>b</sup>
Residual	2560.765	269	9.520		
Total	5864.139	272			

a. Dependent Variable: Total score performance  
b. Predictors: (Constant), Total score of Talent retention component, Total score of talent attraction component, Total score of Talent development component

The overall model significance was presented in table 8.2 with. F statistic of 115.67 indicated that the overall model was highly significant ( $P = 0.000$ ).

**Table 8.3: Regression Coefficient for Talent Attraction, Talent Development, and Talent Retention as Predictors for Organization Performance.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		$\beta$	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	11.736	1.920		6.113	.000	7.956	15.516
	Total score of attraction components	.344	.051	.328	6.769	.000	.244	.445
	Total score of Talent development components	.274	.046	.315	5.938	.000	.183	.365
	Total score of Talent retention components	.154	.034	.261	4.598	.000	.088	.220

a. Dependent Variable: Total Organization Performance Score.

**Table 8.3:** displayed regression coefficients of the independent variables (talent attraction, talent development, and talent retention). The results revealed that the three talent management components had an effect statistically significant in explaining organization performance of studied hospitals.

**Discussion:**

Talent management has a significant impact on the patient safety, timely access to care, and cost control which are considered the most serious operational issues in healthcare organizations (*Taha et al., 2015*). *Ogden (2010)* claims that “talent management is in crisis at many hospitals” and “the need for strong healthcare leaders and an engaged workforce is greater than ever”. The greatest problems are: shortages in clinical and nursing leadership, high staff turnover rates, retirement of executives and growing difficulty in attracting cross-industry management talents.

All modern organizations have realized the importance of attracting, developing and retaining their talent to survive in the competitive market. Companies have talent war to grab the employee engagement, commitment, retention, value addition that is leading to improved organizational performance (*Mohammad, 2015*).

Talented workers are two to three times more productive than the average workers. The more of them you have in your organization the more productive and profitable your organization will be. Talent management involves positioning the right people in the right jobs. This ensures that the employees maximize their talent for optimal success of the organization (*Davies & Davies 2010; Bersin, 2013 and Taie, 2015*).

This descriptive correlational study design included 273 nurses with aim of investigating the effect of talent management on organization performance at Shebin El-Kom hospitals. The present study' finding revealed that the respondent nurses reported high satisfaction level of talent recruitment in both hospitals. This finding was in the same line with *El Nakhla, (2013)* who stated that the respondents indicated that the talent recruitment level is accepted. The highest percentage of satisfied nurses were in the following items: "Reasonable degree of security contributes to make the hospital an employer of choice", "The talent prefer to work at the hospital where opportunities for career progression are available", and "There are opportunities for learning and development at the hospital".

*Yaqub & Khan (2011)*, maintained that, the 100 students from three universities of Islamabad are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. Moreover, the results from this study were supported by *El Nakhla, (2013)* who mentioned that the respondents at Al Aqsa voice radio station agreed that there are opportunities for learning and development at the station.

In the same track, a study conducted by *Roman (2011)* she contended that the Western Cape Provincial Treasury (WCPT) adopted a short-term strategy to attract young students to the organization by offering internships after they completed their studies. The talent management strategy addresses recruitment, remuneration, learning and development, coaching & mentoring, performance appraisal, delegating and assigning work, career management and competency audits.

Regarding, talent development the finding of this study concluded that participant nurses perceived high satisfaction level of talent development items in both hospitals. The result was consistent with *El Nakhla (2013)* who mentioned that the respondents perceived the talent development level at Al Aqsa voice radio station is fairly high, and this may be due to the working load and working stress, flexible working hours, and matching the employees abilities and skills. However, it needs further development specially in creating a challenging jobs, and on job satisfaction factors. *Lockwood (2006)* found talent development as an important component in the maintenance of competitive advantage in an organization.

Concerning, talent retention the highest percentage of satisfied nurses were in the following items: "The salaries and benefits at the hospital are competitive enough". These results may be related to nursing profession is one of the fewest jobs that is easily find job opportunities after graduation which make them satisfied with their salaries although is not enough. These results were in contradict with a study by *Manafa et al., (2009)* on retention of health workers in Malawi, showed that they were particularly dissatisfied with what they perceived as unfair access to continuous education and career development opportunities as well as inadequate supervision. Most of these workers didn't want to stay in environments that support their career progression.

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus determinants of organizational performance of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance (*Devi, 2017*).

The present study' findings revealed that there were a high significant positive correlation between performance total score and each of the three components of Talent Management. The result was supported by (*Devi, 2017*) who demonstrated that talent management is positively related to organization performance. In a study to determine the relationship between the elements of talent management and organizational success. The result showed that talent management has significant relationship with organization success (*Sakineh et al., 2012*). Moreover, this result was consistent with *Milky (2013)* who reported that both succession planning and talent management can play a vital role in improving organization performance.

Talent management makes sure that employees having different talents are maintained and retained through various trainings and other necessary programs. If used and practiced properly succession planning and talent management can lead to a successful organization with great organizational performance.

In the same context, a study performed by *Shaheen et al., (2013)* on employee training and the organization performance, revealed a significant and positive association between training and the organization performance. *Poorhosseinzader and Subramaniam (2012)* conducted a cross sectional study on Malaysian Multinational companies also found a positive and significant relationship between developing talents and the success of the companies with correlation of 0.728 and p value of 0.000 at 0.05 level of significance. Also, the result provided a connection between attracting talents, deploying talent, developing talent, retaining talent and succession planning with successful talent management. Moreover, the results were agreed with *Auranzeb and Bhutto, (2016)* who discovered that talent retention is statistically significant in clarifying organization performance of service sector corporations.

Likewise, the study findings were congruent with *Sadri et al., (2015)* who stated that there is a significant positive relationship between the effects of talent management of staffs in different branches of Refah Kargaran Bank. Talent management strategy has a significantly positive effect on the performance of its faculty members. In addition, the result was matched by *Hajy et al., (2013)* who found a significant positive correlation between talent management and employee performance in public hospitals.

Moreover, the findings of *Rastgoo (2016)* confirmed significant relationship between talent management and its dimensions including attraction and recruitment of talented employees, identification and separation of employees, using talent, talent development, creation and maintenance of positive relationships, and talent maintenance, and also organizational development and its dimensions including leadership, attitude, reward, relationships, structure, and beneficial mechanisms. Similarly, *Moghtadaie and Taji (2016)* showed that the dimensions of "talent development" and "attracting the talents" are most relevant to improving the performance of faculty members.

Meanwhile, *Ingram (2016)* proved a relationship between talent management, in particular, the ability to resolve strategic contradictions in talent management dimensions, and organizational performance. In the same context, a study conducted by *Mary et al., (2015)* found an existence of strong relationship between talent management and employees performance in selected private sector organizations. In addition, *Taleghani et al., (2012)* expressed, talent development has a positive and significant effect on performance and this causes the improvement of employees' performance in organization and the job satisfaction and motivation increase significantly. Also, the results were in the same line with the research results of *Gorozidisand Papaioannou (2014)*. In contradiction with the study finding *Arif and Uddin (2016)* expressed no relations between employee development and organization performance.

Additionally, *Iqbal et al., (2013)* also studied the relationship between talent management practices and employees emotional stability in Pakistan. Findings showed that talent management practices have positive impact on performance of organizations, and employees emotional stability. *Wurim, (2012)* also conducted research on talent management and organizational productivity in a public sector enterprise. The result indicated that the implementation of proper talents management policies, processes and programs significantly impact on employees productivity. Likewise, the result of the study was in the same line with *Abbasi et al., (2013)* who stated that talent management practices will definitely increases the performance of the organization. Similarly, there is a significant impact between the components of talent management (motivating outstanding performance, training and development, job enrichment) and employee retention" (*Hafez et al., 2017*).

In comparison to all other assets in organizations, talent provides long term competitive advantage. 73% of executives in United State of America (USA) agreed on the positive relationship between talent management and business strategy to obtain the success of the organization (*Mohammed, 2015*). In a study conducted by *Gichuhi et al., (2014)* they verified a positive relationship indicating a significant linear relationship between talent management and competitiveness. Also, *Ejovwokeoghene et al., (2018)* proved that talent management performs a significant function in the determination of an organization's performance. In the same context, *Baroda (2018)* illustrated that talent management practices have direct impact on employee motivation, employee satisfaction, employee creativity, and employee development and employee competency in the selected banks. Employee performance improves by using right talent management practices.

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency) (*Devi, 2017*).

Likewise, attracting talents strategy, developing talents strategy, retention of talents strategy, and succession strategy, had a significant and positive effect on effectiveness of human resources information systems in commercial banks working in Jordan (*Al-Lozi et al., 2018*). Also, *Lyria (2014)* found that the talent management had positive and significant influence on organization performance. Moreover, *Songa and Oloko (2016)* revealed that talent attraction and talent retention had a positive relationship with organizational performance. In the same track, *Mary (2015)* pointed out that there is an existence of strong relationship between talent management and employees performance in selected private sector organization.

### **Conclusion:**

In conclusion, this study donated to the current understanding of the link between talent management and organization performance. According to the data attained from the survey, the process of talent management confirmed that the hospitals attract, retain, motivate and develop the talented people existing in it.

Participant nurses perceived a high satisfaction level of talent attraction, talent development, talent retention and organization performance. The present study' findings revealed that nurses in Menoufia University hospital had a higher satisfaction level than nurses in Shebin El-Kom teaching hospital regarding total score of talent attraction, retention and organization performance with highly statistical significant difference. Moreover, there was a highly significant positive correlation between organization performance and each of the three components of talent management.

### **Recommendations:**

#### **In the light of the study findings, the following recommendations are proposed:**

1. Improving the financial reward for nurses gained from their work. This will lead to enhancing their performance which leads to organizational success.
2. All health care organizations should introduce talent management strategy in their strategic planning to remain competitive in today's healthcare market.
3. Replication of this study in different health care sectors with all healthcare professionals will be beneficial.

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