

Relation between Head Nurses' Talent Management and Their Emotional Intelligence with Organizational Effectiveness

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Abstract

Background: Organizations that need to continue, develop, sustain their competitive advantage and become more effective will exert effort to attract, hire, develop, improve, as well as retain nurses, particularly those with extraordinary talents and more emotionally intelligent able to manage one's own emotions and to handle others. **Aim of the study:** Investigate relation of head nurses' talent management and their emotional intelligence with organizational effectiveness at Medical Specialty Hospital **Subject and Method: Design:** Descriptive correlational design was used. **Subject:** The study was conducted at Specialty Medical Hospital and the study included all available head nurses (n=95) at the time of data collection. **Tools:** There are three tools were used which are talent management questionnaire, emotional intelligence self - assessment tool and organizational effectiveness questionnaire. **Results:** The study results showed that more than half of head nurses showed high level of talent management, emotional intelligence, and level of organizational effectiveness as perceived by head nurses. Talent development was the highest dimension of talent management while talent attraction was the lowest. Regarding emotional intelligence dimensions, the highest mean score was related to self-awareness while, the lowest was social awareness. Finally, according to the mean score of organizational effectiveness dimensions, the highest was related to job satisfaction while, the lowest mean score related to personal relationship. **Conclusion:** There was statistically significant positive relation between organizational effectiveness and both head nurses talent management and emotional intelligence. **Recommendations:** To maintain high organizational effectiveness, it is necessary for organization to give more attention and consideration to manage who talents. Equip supervisors and managers with talent attraction innovative strategies to be better at attracting, motivating, and maintaining best talents. Encourage head nurses to enhance social awareness and for continuous personal growth and development. **Keyword:** Emotional Intelligence, Head Nurses, Organizational Effectiveness, Talent Management.

Introduction

The success of an organization relies on its staffs, as they are considered essential for the presentation as well as effectiveness of an organization. So, it is significant to attract, incorporate and teach, in addition to preserve experienced as well as highly emotional intelligent nurses that able to cope with dynamic changes in the workplace environment. The method of developing such nurses is defined as talent management⁽¹⁾.

Talent is an individual who owns extraordinary expertise, which are difficult to imitate or reproduce, who is an upper actor with capabilities of strategic significance which cannot be willingly developed. Organizations are progressively searching for talent as a distinctive strength that can deliver maintainable competitive advantage as well as higher performance either through their direct participation or in the extended term through representing the maximum degrees of possible ⁽²⁾. Talent management is the organized attraction, documentation, development, appointment, retention, and distribution of those persons who are of specific worth to an association to create strategic sustainable success which

includes the perspective of both the employee and the organization ⁽³⁾.

There are three elements that shape the talent management; talent attraction, talent development and talent retention. Talent attraction; is composed of recruitment as well as choice, owner marking, worker worth preposition in addition to company of select. Talent development is the process of promoting the capabilities as well as attitudes of nurses, to accomplish as well as preserve a competitive benefit used for the institution ⁽⁴⁾. Talent retention purposes to take actions to motivate nurses to stay in the institution for the longest period of time and it can be organized through performance-established pay, stimulating effort, training, inherent incentives, job growth in addition to offering advantages previously request ⁽⁵⁾.

Talent attraction, retention and development are affected by emotional intelligence, as they will sense trusted, appreciated, valued, as well as respected if they are correctly emotionally treated. And intelligence is a key measure of talent nurses and emotionally intelligent nurses exhibit better skills ⁽⁶⁾. Thus, Nakato, et al. ⁽⁷⁾ defined talent as the totality of an individual's capabilities- his or her basic donations, expertise, awareness, skills, attitude, choices, intelligence,

charisma, in addition to energy, it also contains his or her capability to educate as well as develop. Intelligence is the ability to educate, think, compassionate, in addition to alike types of mental actions; ability in grasping facts, relations, meanings, realities, etc. Emotional intelligence is a group of talents as well as capabilities that cover a wide gathering of personal qualities as well as characters, typically referred to as soft skills or inter and intra-individual aptitudes, that are external to the usual regions of precise knowledge, overall intelligence as well as practical or professional capabilities⁽⁸⁾.

Emotional intelligence is one's capability to be aware of their own emotions as well as the emotions of others and to utilize that awareness in order to assist manage the appearance of emotions. It is also the ability to deal with interpersonal relations reasonably as well as kindly. Emotional intelligence can generate an active cooperation atmosphere since wholly nurses can govern all selves, wishes, as well as recognize other nurses⁽⁹⁾.

Emotional intelligence comprises of four attributes which are: self-awareness, self-management, social awareness, and relationship management. Self-awareness is one's aptitude to notice their own sensations,

physical feelings, responses, routines, actions, in addition to beliefs⁽¹⁰⁾. Self-management is one's capability to govern as well as manage their own feelings, responses, and perceptions specifically in periods of strain. Social awareness refers to one's aptitude to understand, perform as well as respond properly to a societal condition. Finally, relationship management which is the capability to recognize diverse communication styles in others in addition to speech them in their favored manner⁽¹¹⁾.

Implementing talent management strategies for the health facilities institutions improves nurses' practical abilities, rises their job gratification, improve positive emotions that help them to obtain favorable outcomes including achievement and higher quality as well as achieve organizational strategic goals and increase its efficiency and effectiveness. Effectiveness is a significant indicator to show the direction, position, and future of the organization⁽¹²⁾.

Organizational effectiveness (OE) as an idea is central to organizational conduct as well as management. It is a complex and ambiguous concept which it means diverse things to diverse people. Organizational effectiveness is the ability of an organization to elevate its capitals as well as competencies in order to accomplish

consistently its strategic and long-standing operational objectives ⁽¹³⁾. Organizational effectiveness aids to evaluate the movement in the direction of mission achievement and goal accomplishment. To enhance organizational effectiveness administration must struggle for better communication, relations, management, guidance, adaptableness, in addition to optimistic environs ⁽¹⁴⁾.

Numerous aspects have been utilized in order to express organizational effectiveness comprising quality, production, competence, competitiveness, gratification, growth, in addition to existence ⁽¹⁵⁾. There are chiefly three facets which are probably influence organizational effectiveness: the first is the capability to realize as well as react to the outside environs; the second is the aptitude to react to interior consumers. Lastly, responding to either interior or outside customers' needs the capability to reorganize as well as re-institutionalize a set of behaviors as well as procedures that permit the organization to adjust ⁽¹⁶⁾.

The four most popular models of organizational effectiveness that have arisen are the goal model, the system resource model, the process model, and the participant satisfaction model. Every model

of organizational effectiveness denotes a diverse viewpoint. In relation to the goal model, OE is the degree to which an organization accomplishes its goals ⁽¹⁷⁾. The system resource model sees OE as the organization's capability to obtain rare as well as valued assets. The process model highlights OE in terms of the efficacy of an organization's interior procedures as well as practices. Finally, the participant satisfaction model defines OE as the level to which an organization gratifies the necessities of its main investors as consumers, staffs, public or community in addition to monitoring organizations ⁽¹⁸⁾. Organizational effectiveness contains four dimensions which are organization, decision-making, personnel relations and job satisfaction ⁽¹⁹⁾.

Significance of the study:

Improving organizational effectiveness is the central consideration of any organization, and nurses are one of the most important assets that contribute to its growth and success, so these organizations need to manage their talents especially who more emotionally intelligent. Talents play a critical role in attaining organizational strategic objectives in addition to an elevated level of effectiveness in the healthcare manufacturing ⁽²⁰⁾. Organizations that need

to stay alive, develop, and continue their competitive advantage will exert effort to attract, employ, nurture, advance, as well as maintain nurses, especially those with unusual talents and more emotionally intelligent able to manage one's own emotions and to handle others. So, this study aims to determine to investigate relation of head nurses' talent management and their emotional intelligence with organizational effectiveness at Medical Specialty Hospital.

Aim of the study

This study aims to investigate relation of head nurses' talent management and their emotional intelligence with organizational effectiveness at Medical Specialty Hospital.

Subject and Method

Design:

Descriptive correlational design was utilized.

Setting:

This study was conducted at all inpatient units at Specialty Medical Hospital. Which affiliated to Mansoura University. Occupied with (194) beds. It consists of four floors. The ground floor includes the emergency department and twelve clinics. The first floor includes Endoscopic department, Laboratory department and Radiology department. The second floor includes Cardiology Intensive Care, Cardiology ward, Cardiology immediate care unit and Catheterization

department .The third floor includes Haplology immediate care unit, Haplology ward, and Economic department. Finally the four floor includes Intensive care unit, Endocrine immediate care unit, Endocrine ward and Economic department. Each of these departments has separate sections for male and female clients.

Subjects:

Convenience sample will be utilized which includes all head nurses (n=95) working in the previous mention units, who fulfills the criteria of having a minimum of one-year experience, and existing at period of data gathering includes in the study to express their opinion about study variables.

Data collection tool

Tool I: Talent Management

Questionnaire: Which is adopted by El Nakhala (2013) ⁽²¹⁾. It is consists of two parts:

First part: Personnel characteristics. It was utilized to recognizing personnel characteristics of head nurses as age, marital status and years of experience.

Second part: Talent Management

Questionnaire: It aimed to assess nurses' perceptions of accessibility of talent management constituents in the place of work. The questionnaire involves three dimensions which are talent attraction (10

items), talent development (10 items) and talent retention (11 items) dimensions were calculated using a 5-point Likert Scale. The possible responses ranged from 1 (never satisfied) to 5 (highly satisfied) on all talent management subscales. (<50%) low level of talent management, (50-75%) moderate talent management and (> 75%) high level of talent management based on cut of point 50%.

Tool II: Emotional Intelligence Self-assessment Tool:

Adapted from Sterrett (2000) ⁽²²⁾ this tool aimed to measure perception of emotional intelligence among head nurses. This tool consists of 20 items classified into four dimension every dimension consists of five items. The first dimension was concerned with self-awareness. The second dimension was concerned with self-management. The third dimension was concerned with social awareness. And finally, the fourth dimension was concerned with relationship management.

Scoring system

The responses according to Likert Scale, the answers for the items were on 5 point extending from strongly agree to strongly disagree. These were scored respectively from 5 to 1. (<50%) low level of emotional

intelligence, (50-75%) moderate emotional intelligence and (> 75%) high level of emotional intelligence based on cut of point 50%.

Tool III: Organizational Effectiveness

Questionnaire: This tool adopted by Hsien Hsu (2002) ⁽¹⁹⁾ to measure organizational effectiveness as perceived by head nurses. This questionnaire consists of 19 items classified into four dimensions which are organization (5 items), decision-making (5 items), personnel relations (3items), and job satisfaction (6items)

Scoring system

According to Likert Scale, the answers for the items were on 5 points extending from strongly agree to strongly disagree. These were scored respectively from 5 to 1. (<50%) low level of organizational effectiveness, (50-75%) moderate organizational effectiveness and (> 75%) high level of organizational effectiveness based on cut of point 50%.

Work Field:

Before beginning the study, ethical approval was granted from the research ethics committee in which the study occurs. The investigators make sure that the accurate processes were carried out regarding informed consent autonomy, anonymity as

well as keeping of the participants' privacy. A formal permission to carry out the study was attained from the hospital supervisor.

Tools of data gathering were translated into Arabic, as well as verified for its content validity and relevance by a five jury and consequently the required modification was done. The reliability for the tools was completed utilizing alpha coefficient to assess the internal constancy reliability of the tools. It was (0.91) for talent management, (0.88) for emotional intelligence, and (0.90) for organizational effectiveness.

A pilot study was carried out on (10%) of head nurses from different units at Medical Specialty Hospital, to appraise the clearness as well as applicability of the tools and required alterations were completed based on their reactions and excepted from the whole sample.

An informed consent for sharing in the study was secured from the whole study sample. Sharing in the study is volunteer. Every contributor can select to end carrying out the study and take away at any time without consequence.

The actual field work started from April to June 2021. Data collected through meeting with the head nurses, and explains the purpose of the study to them. The

questionnaire sheets were allocated to participants discretely in their job places, and the time required to complete the sheets ranged from 20-25 minutes.

Data analysis:

The gathered data were arranged, tabularized as well as statistically analyzed utilizing SPSS software, version 26. The categorical variables were represented as frequency and percentage. Continuous variables were represented as mean, and standard deviation. Independent t-test was used to test the differences between two means of continuous variables. ANOVA test was utilized to test the differences between two means of continuous variables. Pearson correlation coefficient test was conducted to test the association between two continuous variables. Statistically significant was considered as (p-value < 0.01 & 0.05).

Results

Table (1) Illustrated personnel characteristics of studied head nurses at Medical Specialty Hospital. Regarding to age about half (45.3 %) of head nurses were 31-40 years. Also regarding to marital status, most (91.6%) of head nurses were married. Finally, more than two third (68.4%) of them were above ten-year experience.

Table (2) Illustrated mean scores of talent management, emotional intelligence and

organizational effectiveness as reported by the studied head nurses at Medical Specialty Hospital. Regarding talent management, total mean score was (116.73 ± 26.45) represented the highest mean as perceived by study subjects and followed by total emotional intelligence and organizational effectiveness (77.62 ± 16.88) and 71.20 ± 16.06 respectively. Talent development was the highest dimension of talent management (41.47 ± 8.28) while the lowest was (34.72 ± 9.35) related to talent attraction. Regarding emotional intelligence dimensions, the highest mean score was related to self-awareness (21.61 ± 3.36) while the lowest was social awareness (18.42 ± 4.62) . Finally, mean score of organizational effectiveness dimensions, the highest was related to job satisfaction (22.06 ± 5.44) while the lowest mean score related to personal relationship was (12.46 ± 2.42)

Figure (1) Showed levels of talent management, emotional intelligence, as well as organizational effectiveness among the studied head nurses. Levels of head nurses' talent management, emotional intelligence as well as organizational effectiveness were high (56.8 %, 58.9% and 51.6 %)

respectively. While the lowest level was (8.4%) for emotional intelligence.

Table (4) Showed relationship between talent management, emotional intelligence, and organizational effectiveness among the studied head nurses at Medical Specialty Hospital. There was highly statistically significant relationship among talent management, emotional intelligence, and organizational effectiveness ($r = 0.98$ and 0.96) and ($p < 0.01$) respectively.

Figure (2) Showed relationship between talent management and organizational effectiveness among the studied head nurses at Medical Specialty Hospital. There was highly statistically significant relationship among talent management, emotional intelligence, and organizational effectiveness ($p < 0.01$)

Figure (3) Showed relationship between emotional intelligence, and organizational effectiveness among the studied head nurses at Medical Specialty Hospital. There was highly statistically significant relationship among talent management, emotional intelligence, and organizational effectiveness ($p < 0.01$)

Table (1): Personal characteristics as reported by studied head nurses at Medical Specialty Hospital (n=95)

Variables	No.	%
Age		
- 20-30	28	29.5
- 31-40	43	45.3
- > 40	24	25.3
Mean \pm SD	36.43 \pm 7.91	
Marital status		
- Single	8	8.4
- Married	87	91.6
Experience years		
- 1-5	12	12.6
- 6-10	18	18.9
- >10	65	68.4
Mean \pm SD	14.45 \pm 6.87	

Table (2) Mean scores of talent management, emotional intelligence and organizational effectiveness as reported by the studied head nurses at Medical Specialty Hospital (n=95)

Talent management dimensions	No of items	Min - Max	Mean ± SD
- Talent attraction	10	10.0-48.0	34.72±9.35
- Talent development	10	20.0-50.0	41.47±8.28
- Talent retention	11	15.0-55.0	40.53±9.85
Total talent management	31	49.0-152.0	116.73±26.45
Emotional intelligence dimensions			
- Self-awareness	5	14.0-25.0	21.61±3.36
- Self-management	5	5.0-25.0	18.90±4.45
- Social awareness	5	9.0-25.0	18.42±4.62
- Relationship management	5	5.0-25.0	18.68±5.23
Total emotional intelligence	20	35.0-100.0	77.62±16.88
Organizational effectiveness dimensions			
- Decision making	5	8.0-25.0	18.54±4.42
- Organization	5	7.0-25.0	18.12±4.53
- Job satisfaction	6	6.0-30.0	22.06±5.44
- Personal relationship	3	6.0-15.0	12.46±2.42
Total organizational effectiveness	19	29.0-95.0	71.20±16.06

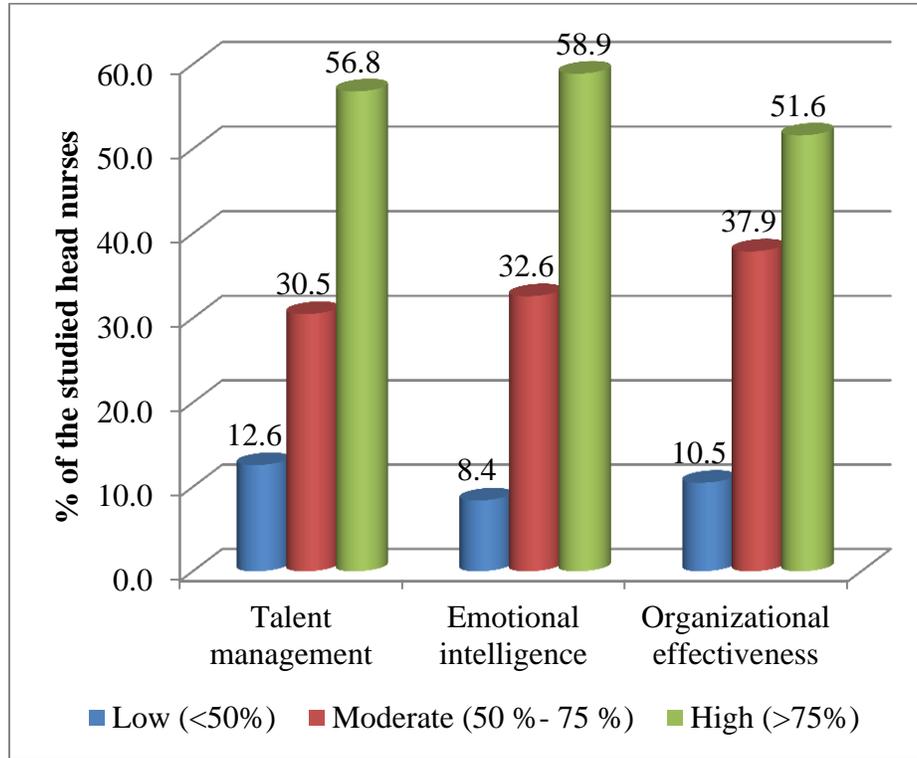


Figure (1): Levels of talent management, emotional intelligence and organizational effectiveness among the studied head nurses at Medical Specialty Hospital (n=95)

Table (3): Relationship between talent management, emotional intelligence and organizational effectiveness among the studied head nurses at Medical Specialty Hospital (n=95)

Variable	Talent management		Emotional intelligence		Organizational effectiveness	
	r	p	r	p	r	p
Talent management	1		0.97	0.000**	0.98	0.000**
Emotional intelligence	0.97	0.000**	1	---	0.96	0.000**
Organizational effectiveness	0.98	0.000**	0.96	0.000**	1	---

** Highly statistically significant (p <0.01)

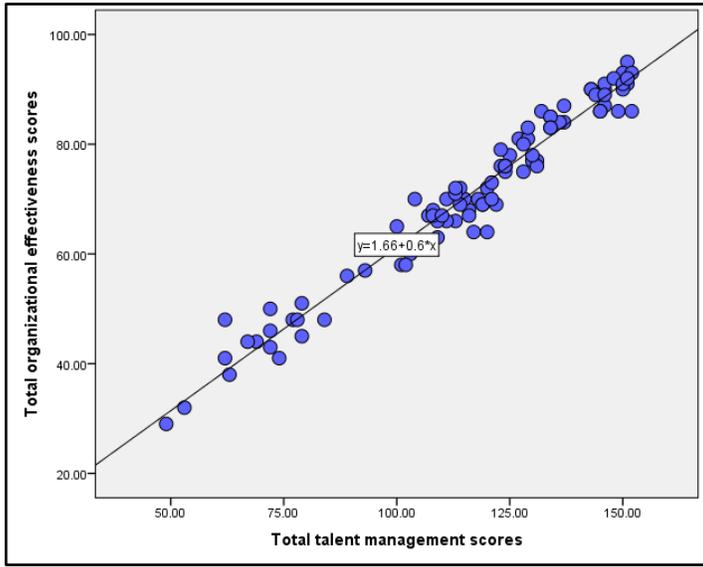


Figure (2): Relationship between talent management and organizational effectiveness among the studied head nurses at Medical Specialty Hospital (n=95)

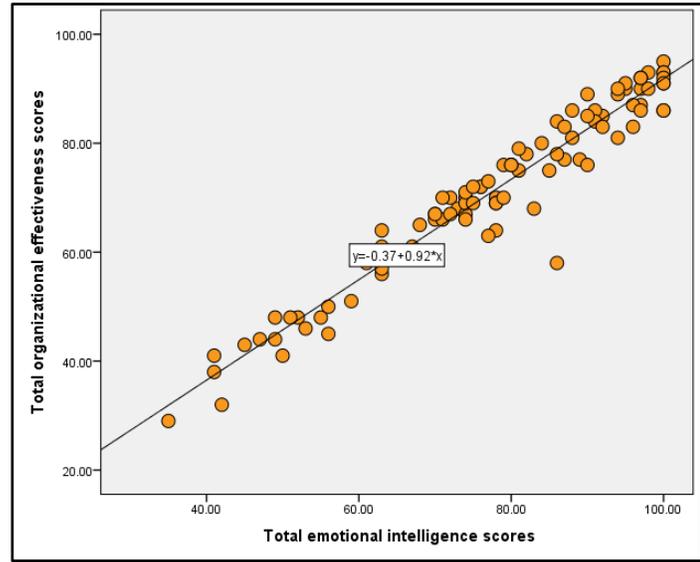


Figure (3): Relationship between emotional intelligence and organizational effectiveness among the studied head nurses at Medical Specialty Hospital (n=95)

Discussion

In a competitive marketplace, talent management is a main factor for organizational effectiveness. Organizations are beginning to realize that emotionally intelligent talents are an essential competitive advantage as well as a basic element of organizations' effectiveness, they are more skilled, able to cope with emotions and control them, and contribute to a positive work environment which makes them feel valued and motivated to do better for the benefit of the organization and themselves⁽²³⁾.

The findings of the present study indicated that talent management was at the high level. This may be due to that the hospital specifies objectively training needs, defines its staffs in terms of educational qualifications as well as experience, there are chances for education as well as growth in the hospital, the department monitors and advises the performance of the staff, and the hospital offers honest reference feed about staff performance. This was in the same line with Tetik and Zaim (2021)⁽²⁴⁾ who reported that the dimensions of the talent management are practiced at high level, and declared that it assists institutions to compete efficiently in a multifaceted as well as energetic environs in order to accomplish maintainable development.

In agreement of the current study, Mitosis et al. (2020)⁽²⁵⁾ illustrated that head nurses' talent management scores were good and concluded that the hospitals are alert to the enormous significance of their staffs, utilizing multiple methods in order to attract the possible talented persons, as well as deliberating them as a stable strength to help their institutions to win a competitive advantage, as they try to grow the competencies of talented staffs for the advantage of the two. This was confirmed by Tyskbo (2019)⁽³⁾ who indicated that the participants display a moderate level of agreement around talent management. On the contrast, Dzimbiri and Molefi (2021)⁽²⁶⁾ revealed that the overall mean score of nurses' perceptions of talent management was low.

Regarding talent management dimensions, the results of the present study showed that talent development was the highest mean scores of talent management dimensions. This may be due to that hospital has educational and development programs for talent development, determines objectively training needs, monitors and advises the performance of the staff. This was in congruent with Gallardo et al. (2020)⁽⁵⁾ who reported that the highest mean score was related to talent development dimension, confirming that the institution enhances the

ongoing education on the occupation, stimulate their personnel to nourish their information either by holding advanced scientific grades, or attending associated training courses, workshops, evolve their skills as well as abilities in order to remain updated with the nursing field. In the same respect, Elhaddad et al. (2020)⁽¹⁾ exhibited that the highest dimension was for talent development, and mentioned that talent management which concentrate on developing talents has an important constructive influence on worker action as occupational gratification, enthusiasm as well as loyalty. On the contrast, El Dahshan et al. (2018)⁽²⁷⁾ revealed that talent development was the lowest dimension.

Findings of the present study discovered that talent attraction dimension was the lowest mean score of talent management dimensions. This may due to that the hospital recruitment process not succeeds in choosing the best talent and hospital managers don't have sufficient competencies to attract and appoint employees. This was in the same line with Ansar and Baloch (2018)⁽²⁾ who reported that most of respondents scored talent attraction as the lowest mean score. Additionally, Theys and Schultz (2020)⁽²⁸⁾ mentioned that further than half of staff nurses had a low perception level towards

talent attraction. On the contrast, Hongal and Kinange (2020)⁽²⁹⁾ stated that most of participants demonstrate a moderate level of agreement around talent attraction dimension.

The results of the present study indicated that the head nurses' total emotional intelligence was at the high level. This may be due to high self-awareness of head nurses and their self-management, ability of them to identify the emotions that they feeling at any given moment, can effectually convince others to accept their opinion without forcing them, capable of truthfully say how they sense without causing others troubles and have a correct notion of how another individual observes them through a specific dealings. This agreed with Ugoani (2019)⁽³⁰⁾ who found that nurses scored their total emotional intelligence as high, confirming that high emotional intelligence is suitable during stressful periods in order to assess their own sensations as well as feelings in addition to create novel strategies to deal with each other, either separately or in team.

In the same line, Ingram et al. (2019)⁽³¹⁾ stated that the majority of respondents perceived high level of emotional intelligence, and mentioned that high EI is connected with an elevated propensity to create constructive assessments of one's

labor with patients, they certainly generate respectable relations with nurses as well as improve the ability to cope with emotions in the place of work, demonstrated good behavior, improved emotional health, enhance the work-related health of personnel. This was supported by Supriyanto et al. (2019) ⁽³²⁾ who reported that middle management employees enjoy a moderate level of emotional intelligence and concluded that EI influences of all feature of performance as well as how we receptively reason as well as behave.

Regarding emotional intelligence dimensions, the findings of the present study indicated that head nurses' self-awareness was the highest mean scores of emotional intelligence dimensions. This may because of that the head nurses aware of their physical reactions, consider their emotional temperature before making important decisions, think about the emotions behind their actions and identify the emotions they are feeling at any given moment. This is consistent with the results of Gomez and Bresó (2020) ⁽³³⁾ who found that the highest value is measured in self-awareness, and confirming that self-awareness assists in the capability to understand, that in turn aids staffs in enhancing team action, and also affects their behavior and mood.

In this respect, Lubbadeh (2020) ⁽³⁴⁾ said that emotional intelligence is considered as a collection of self-awareness and self-management skills, self-awareness makes us to realize our own emotions as well as how they influence our beliefs and behavior. It helps us in understanding our own strengths and weaknesses and helps us in developing self-confidence and better emotional adjustment at workplace.

Findings of the present study revealed that head nurses' social awareness was the lowest mean scores of emotional intelligence dimensions. This may be due to that it is difficult to recognize why other persons sense the manner they behave, they can't display understanding as well as match their sensations with those of another individual in a contact and didn't have an accurate idea of how another person perceives them during a particular interaction. This was in congruent with Jha and Bhattacharya (2021) ⁽³⁵⁾ who found that more than half of nurses perceived their social awareness as the lowest dimension, adding that nurses with low scores show emotional disorder as well as be sensitive to the clear conditions. On the contrast, Obeidat et al. (2018) ⁽³⁶⁾ found that social awareness among nurses was moderate, and this has a constructive as well as an important influence on their work gratification.

Regarding head nurses' perception of their organizational effectiveness, the finding of the current study revealed that head nurses' perception of their organizational effectiveness was at the high level. This may be due to that head nurses perceive that their organizational goals and objectives are clearly defined and are realistic, tries to improve their working conditions, is very productive, distributes the responsibilities in reasonable way, successfully acquired human and financial resources, and they are clearly aware of the demands of their jobs and can complete tasks and achieve goals successfully. This finding supported by Kivipold and Turk (2021) ⁽³⁷⁾ who reported that the mean score of organizational effectiveness was high and mentioned that the majority of workers see their organization to be high effective and place their efforts in that way.

Raof (2019) ⁽¹⁸⁾ specified that the organizational effectiveness level is good, confirming that their hospital is committed to achieve its goals with a healthier work gratification for them for the advantage of the two sides, the nurses as well as the hospital, that improve nurses' level of connection with their present place of work. On the contrast, Hatta and Abdullah (2020)⁽³⁸⁾ found that organizational effectiveness level is inadequate.

Regarding organizational effectiveness dimensions, the findings of the present study indicated that job satisfaction was the highest mean scores of organizational effectiveness dimensions. This may be due to that the goals and objectives of the organization are clearly defined and are reasonable, they can complete tasks and achieve goals successfully, and can deal with irregular work requirements efficiently. This was supported by Onyebuchi et al. ⁽³⁹⁾ who reported that job satisfaction was high among nurses and it has a positive impact on all organizational outcomes, concluded that pleased employees are further excited as well as ready to demonstrate novel information as well as innovation to their work action and this constantly assist institutions to grow well competitive benefits.

Findings of the present study revealed that head nurses' personal relationship was the lowest mean scores of organizational effectiveness dimensions. This may be due to that the organization not concerned enough about head nurses happiness and welfare, and they feel that they can't trust each other. This was in the similar line with Monux et al. (2014) ⁽⁴⁰⁾ who stated that personal relationship among nurses was bad, and the absence of adequate communication among them due to high workload which causing relationship

problems, and concluding that communication among staff nurses as well as colleagues, in combination with respectable relational interactions as well as societal relationships are considered necessary circumstances to sense comfort with one's labor. On the contrast, Velmurugan (2016)⁽⁴¹⁾ stated that personal relationship among nurses was acceptable. The findings of the present study revealed that talent management was positively correlated with organizational effectiveness. This was in agreement with Ali et al. (2019)⁽²⁰⁾ who discovered that talent management is positively associated with the total organizational effectiveness, adding that a talented person has expertise and specific skills, and contributes to the benefit of organization with creative work. In the same respect, Dzimbiri and Molefi (2020)⁽²⁶⁾ stated that there was a positive relationship between talent management elements and organizational effectiveness, confirming that talented individuals are frequently exhibit extraordinary capability in addition to reaching above a range of actions and moveable high competency. Moreover, they are high influence persons who can cope with difficulty and are two to three times extra creative than the normal employee. This was supported by Obeidat et al. (2018)⁽³⁶⁾ who concluded that institutions

that consider talent management as a strategic human resource, in the finale achieve greater sustainability as well as effectiveness. Additionally, Yassin and Jaradat (2020)⁽⁸⁾ mentioned that talent group development has the maximum effect on organizational effectiveness as they providing the organization with a competitive benefits as well as a future position. In the same line, Tetik and Zaim (2021)⁽²⁴⁾ reported the talent management three dimensions are extremely important, and all of them display an optimistic influence on the organizational effectiveness.

The findings of the current study revealed that emotional intelligence was positively correlated with organizational effectiveness. This is constant with the findings of Dimitrov (2020)⁽¹⁶⁾ who discovered a significant positive correlation between emotional intelligence and organizational effectiveness, confirming that individuals with advanced grades of emotional intelligence have well work act, robust personal relations, and additional successful management abilities and are better than those with lesser emotional intelligence. In the same respect, Murugan (2019)⁽¹⁵⁾ stated that emotional intelligence enhance one's capability to cope with everyday environs challenges, assists in predicting one's success in life,

significant in forming one's character, performance, manner as well as aptitudes in current time of competition in addition to enhance the organizational effectiveness.

This was in agreement with Masa'deh (2016)⁽⁴²⁾ who found that there is a statistically significant effect of awareness of other's emotion on organizational effectiveness, concluding that those employees with advanced emotional intelligence be liable to be extra fruitful, extra creative, as well as fewer vulnerable to do counterproductive labor conducts. Additionally, Ugoani (2019)⁽³⁰⁾ stated that awareness and management of other's emotion were the robust predictors of organizational effectiveness. Also, this finding is constant with the findings of Supramaniam and Singaravelloo (2021)⁽⁴³⁾ who reported that emotional intelligence plays a vital part in the management and organizational effectiveness, the elevated level of awareness of coworkers' emotion, the extra constructive effect on their act, comprehending when coworkers don't mean what they say, saying exactly the method they are sense, and reading their accurate emotional state; help supervisors in their decision makings, and make them exceptional difficult solvers, also increasing their capability to rapidly adjust to the organizational goals and objectives.

Conclusion

More than half of head nurses showed high level of talent management, emotional intelligence, and organizational effectiveness. There was statistically significant positive relation among organizational effectiveness and both talent management and emotional intelligence. So, we can conclude that organizational effectiveness is affected by talent management and emotional intelligence.

Recommendations

- To maintain high organizational effectiveness, it is necessary for organization to give more attention and consideration to manage their employees' talents.
- Health care institutions should adding talent management strategy in their strategic planning in order to stay competitive in today's healthcare market.
- Provide managers and supervisors with talent attraction innovative strategies to be better at attracting, motivating, and maintaining best talents.
- Managers should encourage head nurses for continuous personal growth and development and giving them opportunity to learn new things and remaining updated.
- Encourage head nurses to enhance social awareness through paying close

attention to dealings with other persons, and improve their communication skills.

- Additional research must be conducted about talent management among different levels of nursing personnel.

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