

Effectiveness of Educational Program to Improve First Line Nursing Managers' Knowledge and Practices Regarding Talent Management

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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 makes their personnel more satisfied to achieve organizational objectives. **Aim of this research:** To investigate the effectiveness of educational program to improve first line nursing managers' knowledge and practices regarding talent management at main Assiut University Hospital. **Research design:** A quasi-experimental design was utilized in this research. **Setting:** This research conducted at Main Assiut University Hospital. **Sample:** The study subjects consisted of all first line nursing managers who worked at the Main Assiut University Hospital during the period of data collection with total number (80) first line nursing managers. **Tools of data collection:** Two tools as follow, the first tool was talent management knowledge questionnaire and the second tool was talent management practice questionnaire. **Results:** there was high statistically significant improvement in the first line nursing managers' level of talent management knowledge and practice after intervention both immediately post and follow up program ($p=0.001^{**}$ & $p=0.002^{**}$) respectively. **Conclusion:** there were improvement in the first line nursing managers' level of talent management knowledge and practice after the educational program. **Recommendations:** Conduct talent management workshops periodically for all nursing managers at all levels based on their job description as a refreshment course.

Keywords: Educational Program, Effectiveness, First Line Nursing Managers' Knowledge, Practices, and Talent Management.

Introduction

The world is witnessing a dramatic change in work dynamics, with more emphasis given to organizational effectiveness and staff development. Such work dynamics with wide globalization, advancing technology, and marked demographic changes mandates more focus on identifying, recruiting, and retaining talented employees (Claus, 2019; Reiche et al., 2019). The recent import given to talent management (TM) is a kind of paradigm shift from traditional human resources (HR) focusing on organizational elites towards managing talents suiting an increasingly competitive environment (Järvi & Khoreva, 2020), also sourcing and retaining the quality and quantity of talent has been a continual challenge for organizations. The organizations that recognize the value of having talented workforce will have better sustainability and more success (Asaad et al., 2022).

The TM 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, TM 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 TM phenomenon can be compartmentalized into three categories; attraction and selection, retention and development. The attraction and selection phase are 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 (Yildiz & Esmer, 2023).

So, head nurses' TM competencies play an important role and have important implications for healthcare organizational performance. The TM is a new-fangled strategy in human resource management centered on developing competencies, occupation path, and more. It includes seven competencies; talent attraction, talent selection, talent recruitment, talent development, talent retention, talent motivation and work life balance practices (Shabaan et al., 2021).

Talent attraction is defined as the process of detecting a pool of qualified and expert nurses to apply for existing or predictable positions within healthcare organization. Selection is the process by deciding who wish or wish not be allowed into healthcare organization as a process of formal judgment because it is based on career related factors. Talent recruitment refers to the process of screening for expected nurses and exciting them for occupations in the healthcare organization through identification of recruit's sources, estimation of different sources obtainable, selection of a certain source and interesting the probable nurse to set for the job, thus the correct nurse is obtained for the correct profession (Kaliannan et al., 2023).

Talent development means the manner of assisting talented nurses to acquire knowledge and skills that they need to be do well and enhance their healthcare organizational

performance. Talent retention is an efficient method practiced by head nurses that permit nurses to remain for longer period. Talent motivation is a state of feeling in which nurse is energized or aroused to perform a task or engage in a particular behavior (**Younas & Bari, 2020**).

So, the role of the line nursing manager as talent manager is one of not only ensuring that members of the team deliver objectives (line management) but that they also develop to their optimum level and capability TM. This is important because developing the capacity and capability of staff ultimately links to the patient experience. A good working relationship between HR, or talent professionals and line managers is important if the benefits of TM are to be maximized. Collaboration will facilitate the effective implementation of TM and practices. This has a knock-on effect on employees and will lead to a positive environment (**d'Armagnac et al., 2022**)

Moreover, nurse Managers have an essential role in enabling nurses' TM, innovation and performance improvement through job crafting. They have a critical role in nurses' performance improvement efforts to provide ongoing leadership and accountability for TM and innovation issues. In the confrontation of globalization, hospitals are interested in designing TM strategy in an innovative trend that fits the national context (**Dawwas, 2022**). Health care setting have to grasp, evolve and possess talented and innovative nurses, essentially those who are more extraordinary. Therefore, hospitals are competing against each other to acquire and retain talented nurses to maintain their operations and continue to grow (**Kaliannan et al., 2023**).

Last and not least 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 (**Garavan et al., 2023**).

Significance of the study

Nobody can argue that talent is most critical source of successful organization. Many organizations realized that TM 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 that would result in achieving targeted goal and excellence of the organization (**Bibi, 2019**).

Nationally there were lately previous studies conducted by **Abdrabou & El-SayedGhonem, (2020)** studied TM Training Program and its Effect on Leadership Effectiveness among Nurse Managers at Ain Shams University Hospitals, which found that one quarter of nurse managers had satisfactory knowledge in the pre-intervention phase while improved in the post intervention phase and slightly decline in the follow up phase. While in internationally **Wu et al., (2020)** studied integrating the TM program as a new concept to develop a sustainable human resource at higher educational institutions, which revealed

that the TM program is also more optimal if it supported by a good communication between all managers and employees in the organizational environment.

Also **Mostafa et al., (2021)** studied Effect of Educational Program about TM for Nursing Managers on Their Job Affiliation and Organizational Excellence at Benha University Hospital Qaluobia Governate, Egypt. Which the study concluded that there was highly statistically significant improvement in the nursing managers' levels of TM knowledge and activities, job affiliation and organizational excellence after intervention both immediately post and follow up the program. But there were no studies applied at Assiut University Hospitals about talent management.

By the researchers experience in the work environment detected that there are several resources which include money, machines, and human but the most important one is human, organization must have best talent staff member to achieve the organizational goals. First line nursing managers play an important role for utilizing these resources to increase productivity and success, provide high quality patient care, and create positive healthy work environment. So, this study will do to conduct an educational program about TM for first line nursing managers.

Aims of the study

- The present study aims to investigate the effectiveness of educational program to improve first line nursing managers' knowledge and practices regarding talent management at main Assiut University Hospital.

Research hypothesis

1. It's expected that the first line nursing managers' knowledge score about talent management will increase after the implementation of educational program than before implementation.

It's expected that the first line nursing managers' activities about talent management will be higher after the implementation of educational program than before implementation

Subject and Method

Research Design

A quasi-experimental design was utilized in this research.

Setting

This research conducted at Main Assiut University Hospital

This hospital was built in 1982 to replace the old Ministry of Hospital, which has been used by the faculty of medicine as teaching hospital since 1966. The bed capacity of hospital is (no.= 1328) beds, and the total number of nursing staff (no.= 1155), head nurses (first line nursing managers, no.= 80).

Subjects:

A convenience sample of first line nursing managers who worked at the Main Assiut University Hospital during the period of data collection with total number (80) first line nursing managers.

Data collection tools:

Data were collected by using two tools as follows:

Tool (I): Talent Management knowledge Questionnaire

It included two parts.

Part 1: Personal Data Questionnaire: It was used to collect data about first line nursing managers and encompassed items such as age, nurse's gender, marital status, residence, educational qualification, years of experience in the nursing field, and years of experience in the current position.

Part 2: Talent Management Knowledge Questionnaire

This tool was developed by the researchers based on related literature (Al Ariss et al., 2014; Bratton & Watson, 2018; Dirani et al., 2018; Boštjančič & Slana, 2018; Abdrabou & El-Sayed Ghonem, 2020; Al Aina & Atan, 2020; Goh & Okumus, 2020 & Mostafa et al., 2021), to assess first line nursing managers level of knowledge regarding TM. The questions consisted of 40 questions (20 questions true & false and 20 questions choose) classified as follow: Meaning of TM (4 questions), importance (3 questions), element (4 questions), models (3 questions), characteristics of talent people (6 questions), process (3 questions), strategies (3 questions) concept related TM (10 questions) and barriers of to apply TM (4 questions). The questions were scored as one for the correct answer and zero for the incorrect answer.

The scoring system

Scoring system of this tool was divided as follows:

- Low TM knowledge (<60%),
- Moderate TM knowledge (60% - ≤75%),
- High TM knowledge (>75%).

The higher score, the higher knowledge of first line nursing managers about TM.

Tool (II): Talent Management practices Questionnaire

This questionnaire developed by Oehley, (2007) for assessing TM practices among first line nursing managers. The questionnaire consisted of 43 items divided into (8) dimensions as the following: displaying a TM mindset (4 items); attracting and recruiting talent (5 items); identifying and differentiating talented employees (6 items); developing others (6 items); building and maintaining positive relationships (6 items); providing meaningful and challenging work (5 items); remunerating and rewarding fairly (6 items); and managing work-life balance (5 items)

Each of the TM dimensions was calculated using a 5-point Likert scale. Responses to the items was based on a five-point Likert scale (never 1, rarely 2, sometimes 3, often 4, and always 5) on all TM dimensions. The scores of sub-scales summed up and the total score was divided by the number of the items, giving a mean score for the part.

The scoring system

These scores were transformed into a percent score. It was divided as follows:

- Low TM practice < 60%,
- Moderate TM practice from 60% - ≤75% and
- High TM practice > 75% or more.

Tool's validity and reliability:

A jury committee consisted of five nursing administration specialists evaluated the tools for content validity, and any necessary revisions were made. The jury committee composed of two professors as well as two assistant professor of Nursing Administration Department – Faculty of Nursing Assiut University and one professor from Minia University. The tool's content, coverage, clarity, wording, length, format, and overall appearance were all asked to be evaluated by the expert panel.

Reliability:

To ensure consistency, the tools' dependability was tested. Cronbach's alpha test utilized to decide the degree to which the tools' items measured the same idea were correlated with one another. The results showed that the nurses' knowledge was 0.931 and the practice tool about TM had an internal consistency of 0.943

Pilot study:

A pilot study was conducted on (8 first line nursing managers) who working in Main Assiut University Hospital to test feasibility, objectivity, clarity, comprehensiveness and applicability for the items of each tool. The researchers were also able to estimate the amount of time required to fill the data gathering tools thanks to the pilot study. Tools did not need to be modified based on the findings of the pilot study. The eight first line nursing managers who participated in the pilot trial were included in the main study sample.

Procedure

The study conducted in three phases: Assessment as well as planning phase, the implementation phase, and evaluation phase

Assessment and planning phase:

- The researchers obtained an official permission from the director of the hospital, director of nursing. The aim of the study, the content of the questionnaire were explained to them and the time needed was estimated. The researchers establish rapport with the nursing directors and obtained an informed consent after explaining the importance and purpose of the study.
- Oral agreement was obtained from all the participants before the procedure enrollments after that a detailed explanation on study objectives.
- The researchers assured the voluntary participation and confidentiality to each subject who agreed to participate.
- After reviewing the available literature concerning the topic of the study translation of the tools from English to Arabic was done. it took about three months from September to November 2022 and the validity of tools was revised and validated by five experts of the nursing administration department (Jury from five expertise's' in the specialty).
- A review of the related literature which covering various aspects of the problem was done, using different books, journals and web

sites, to get acquainted with the research problem and to implement the study.

- The researchers developed program handout about TM in six months from May 2022 to October 2022.
- The researchers prepared the timetable of the program.
- The researchers prepare the learning environment in which the study will be conduct, and all needed resources as (conference room in the hospital and data show).

Implementation phase

- The program was implemented based on the results of the assessment and planning phase (first line nursing managers' knowledge and practice about TM was developed based on the review of related literature as well as the teaching sessions and time schedules were developed.
- The program was implemented for nurse managers by groups, each group contains from 10 to 15 head nurses, all sessions occurred within the working time of the participants in the hospital education building and teaching room.
- Pre-test was administered to first line nursing managers at the beginning of the program to collect data related to their knowledge regarding TM within about 38 minutes.
- The researchers explained the aim of the study, program objectives, contents and time table of educational program as well as the hand out about the program.

The program:

- The general objective to equip the participants with knowledge about TM at Main Assiut University Hospital
- At the beginning of each session, the objective of the session was explained, daily feedback was done about the previous session and at the end of each lecture session there were summary about the current lecture.
- The educational program was implemented for first line nursing managers at the hospital. The following educational methods were utilized: lecture, discussion; brainstorming, group-discussion, and work in small group. The time of the program was 10 hours for each group; a daily session was 5 hours per day. Each session took about 2 hours.

- The educational program was implemented in from 6-2 2023 to 7-4-2023

Evaluation of talent management educational Program:

- Evaluation of the educational program was carried out after implementation of TM educational program for first-line nurse managers using the following:
Post-test TM knowledge and practices for head nurses were done two times:
- Immediately after implementation of the program to test the retention of knowledge toward TM educational program.
- Second posttest was done three months after program implementation.

This period was applied in order to test the continuation of the effectiveness of the implemented educational program. Additionally evaluate the program implementation as “program training, skills of the trainer, and program implementation.

Ethical considerations

This study was granted approval by the Ethical Committee of the Faculty of Nursing, Minia University. The researchers explained to first line nursing managers who participate in the study, the aim of the study and subjects were reassured that their participation was voluntary and they had the right to withdraw from the study at any time if they want that. Besides, they are reassured that their anonymity was maintained although the study and collected information wouldn't be used except for the purpose of this study and oral consent were obtained.

Statistical design

Data were analyzed using the statistical package for social science (SPSS) version 20. Numerical data were expressed as mean and SD. Quantitative data were expressed as frequency and percentage. Relations between different numerical variables were tested using Pearson correlation. Probability (p-value) less than 0.05 was considered significant and less than 0.001 was considered highly significant. Descriptive statistics were applied (e.g., mean, standard deviation, frequency and percentage).

The statistical method of correlation is used to determine the type and degree of a link between two numerical variables. The co-sign efficient indicates the type of the relationship (positive/negative), while the value indicates its strength, as follows: Rho values below 0.25 indicate a weak correlation, 0.25-0.499 indicate a fair connection, 0.50-0.74 indicate a moderate correlation, and values above 0.74 indicate a strong correlation.

Results

Table (1): Percentage distribution of the first line nursing managers' personal data (no.=80).

Personal data	(no.= 80)	
	no.	%
Age		
•<30yrs	27	33.7
•30-40yrs	37	46.3
•>40yrs	16	20
Mean ± SD	38.347±3.835	
Marital status		
• Single	17	21.3

Personal data	(no.= ^ ^)	
	no.	%
• Married	58	72.5
• Divorce	3	3.7
• Widow	2	2.5
Educational qualification		
• Bachelor degree of nursing	69	86.3
• Others	11	13.7
Years of Experience in the nursing		
• <10years	40	50
• 10-20 years	32	40
• >21	8	10
Mean ± SD	9.237±2.835	
Years of Experience in the current position		
• <10years	50	62.5
• 10-20 years	23	28.7
• >21	7	8.8
Mean ± SD	7.357±3.835	

Table (1) enumerates that (46.3%) of first line nursing managers are in the age group (30-40) years old with mean age 38.347±3.835 years, and (72.5%) of them are married, also (86.3%) of them have Bachelor degree of nursing, (50%) of them have less than ten years of experience in the nursing filed. Concerning years of experience in the current position about (62.5%) of them have less than ten years of experience.

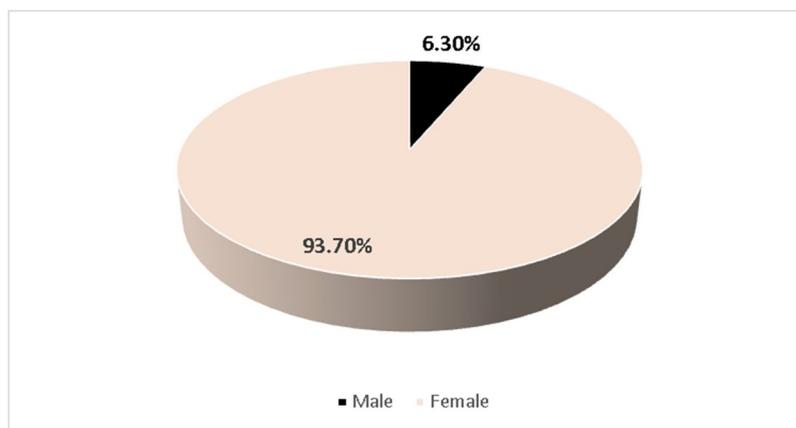


Figure (1): Percentage distribution of the first line nursing managers' gender (no.=80).

Figure (1): clarifies that (93.7%) of first line nursing managers are females and (6.3%) of them are males.

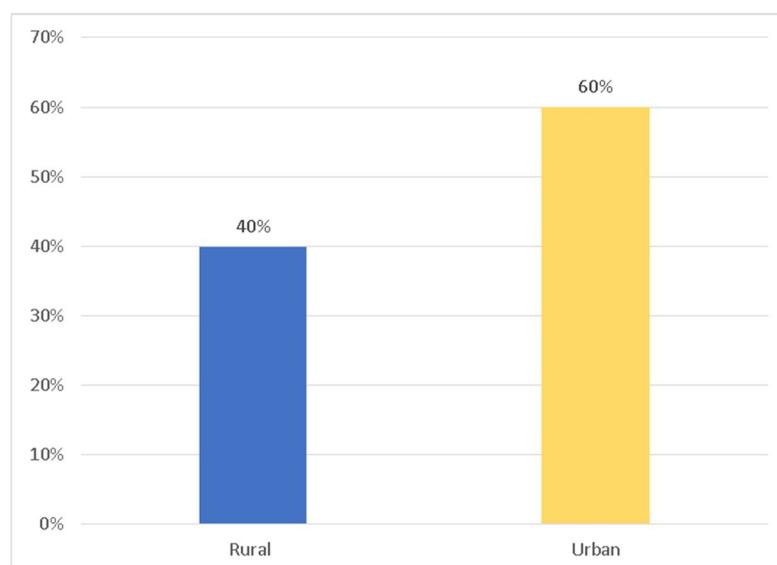
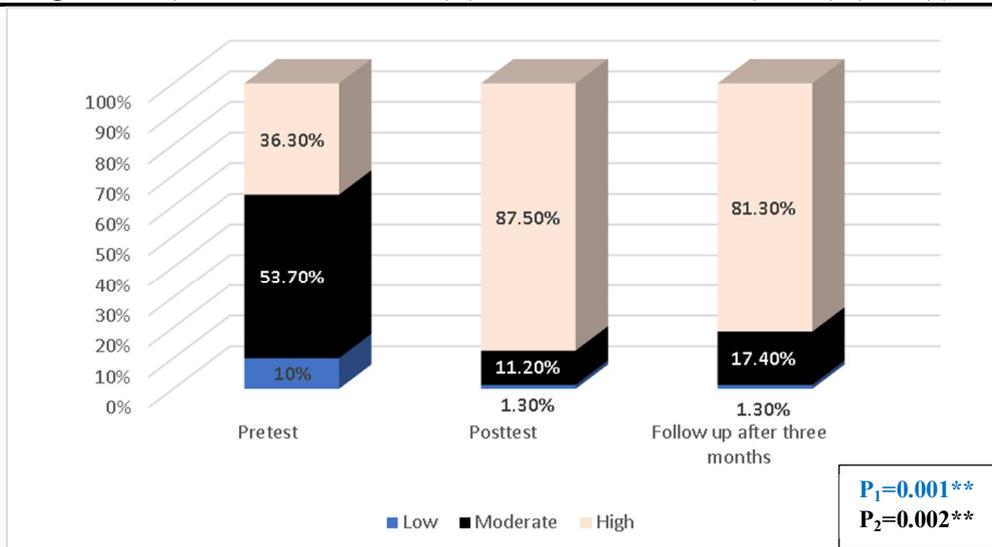


Figure (2): Percentage distribution of the first line nursing managers' residence (no.=80).

Figure (1): speaking about residence, shows that there (60%) of first line nursing managers from urban area and (40%) of them from rural area.



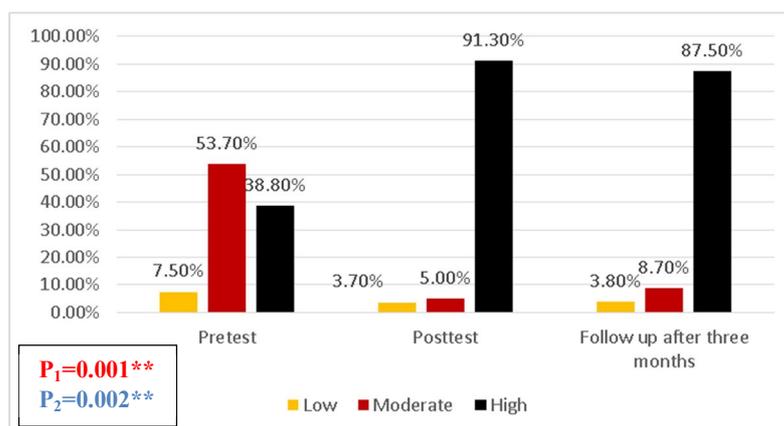
P₁ = preprogram implementation and immediate post program implementation

P₂ = preprogram implementation and after three months of program implementation

N.B *significant is considered at (p-value <0.05).

Figure (3): Percentage distribution of the first line nursing managers' total knowledge level about talent management (no.=80).

Figure (3) reveals that (36.3%) of first line nursing managers have high level of knowledge about TM before program implementation, compare with (87.5%) of them after program implementation as well as (81.3%) of them after three months of program implementation.



P₁ = preprogram implementation and immediate post program implementation

P₂ = preprogram implementation and after three months of program implementation

N.B *significant is considered at (p-value <0.05).

Figure (4): Percentage distribution of the first line nursing managers' total practice level about talent management (no.=80).

Figure (4) displays that (38.8%) of first line nursing managers have high level of practice about TM before program implementation, compare with (91.3%) of them after program implementation as well as (87.5%) of them after three months of program implementation.

Table (2): Correlation between first line nursing managers' knowledge and practices during different times of testing (No =80)

Variables	Knowledge		Practice	
	r	p	r	p
Pretest				
Knowledge	1	1	.045	.689
Practices	.045	.689	1	1
Posttest				
Knowledge	1	1	.260*	.024
Practices	.260*	.024	1	1
Follow up after three months				
Knowledge	1	1	.034	.768
Practices	.034	.768	1	1

* p<0.05 (significant)

Table (2) displays that, there are positive correlation between first line managers' knowledge and practice before and after as well as after three months of program implementation with statistically significant after the program implementation (P= 0.024)

Discussion

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 (Savov et al., 2020).

So, TM 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).

Regarding the personal characteristics, the current research revealed that slightly higher than forty-six percent of first line nursing managers' age were ranged between thirty to forty years old, Also the high percent of them were females, married and had Bachelor degree of nursing. About their experience less fifty percent of them were ranged from less ten years of experience in the nursing as well as more sixty percent of them were less ten years of experience in the current position. Regarding to their residence about sixty percent of them living in urban area.

The present research showed that there was improvement in total level of first line nursing managers' knowledge related to talent management throughout program phases. The knowledge level of first line nursing managers was related to talent assessment before intervention and it was increased in the immediate post program and follow-up after three months with statically differences ($p=.001^{**}$ & $p=.002^{**}$ respectively). Also, it is obvious that the nursing managers had higher immediate and follow-up knowledge level 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. According to researchers, this might be because information and data deteriorate with time and require periodic updating and refreshing. Furthermore, this could be because nursing managers have the capacity to listen well, develop effective debate and dialogue skills, think quickly, enjoy learning new information, possess advanced qualifications in talent management, have the ability to persuade others during discussions, and have a private production of new ideas offered in the workplace

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 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 et al., (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 et al., (2018) who mentioned 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 with 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 first line nursing managers' talent management practice throughout the program phases. The least level of first line nursing managers' talent management practice 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 practice 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 Optima's talent management model application but it was unsatisfactory Pre-program. 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.

On contrary, this result was in disagreement with Abdel Fattah et al., (2020) who mentioned on their study that half of them had the lowest level of talent management regarding to displaying a talent management.

Finally, there was positive correlation between knowledge as well as practices of first line nursing managers' talent management in the three phases of the program, from the researchers' interpretation the increase and refresh of first line nursing managers' talent management knowledge reflect on their practice. This in the same context Asaad et al., (2022) they clarify that there was positive correlation between knowledge and practice of the head nurse about the talent management.

Conclusion

In the light of the current research findings, it was concluded that there was high statistically significant improvement in the first line nursing managers' level of talent management knowledge and practice after intervention both immediately post and follow up program ($p=.001^{**}$ & $p=.002^{**}$ respectively).

Recommendations

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

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

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